



**Navigant Consulting, Inc.
Response to RFP for:**

**Excess Liability Trust Fund (ELTF)
Claims Processing**

Solicitation #: RFP-8-66

Presented To:

**Shelley Harris
Indiana Department of Administration
Procurement Division
402 West Washington Street, W478
Indianapolis, IN 46204**

**April 15, 2008
3:00 PM EST**

Presented by:

**Navigant Consulting, Inc.
Dan E. Turula
Managing Director
30 South Wacker Drive, Suite 3100
Chicago, IL 60606
Direct: (312) 583-5712
dturula@navigantconsulting.com
www.navigantconsulting.com**



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Section I. Transmittal Letter



Dan Turula
Managing Director
Navigant Consulting
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dturula@navigantconsulting.com
Direct: (312) 583-5712

April 15, 2008

Shelley Harris
Indiana Department of Administration
Procurement Division
402 West Washington Street, W478
Indianapolis, IN 46204

Re: RFP-8-66, Claims Processing for the Excess Liability Trust Fund

Dear Shelley:

On behalf of Navigant Consulting, Inc., I am pleased to submit this response to the Indiana Department of Administration (IDOA) and the Indiana Department of Environmental Management (IDEM) to provide claim processing review services for the Excess Liability Trust Fund (ELTF).

As you may be aware, Navigant Consulting is the only firm of its kind to offer professional consulting services tailored to the needs of state UST reimbursement trust funds. Over the past 14 years, our UST program clients have described us as flexible, creative, technically competent, able to improvise and instantly responsive to changes in direction or focus. We feel these qualities are especially valuable given the issues facing the ELTF fund today.

Navigant Consulting is extremely proud of its 10 years of service for the ELTF Fund. Over that time, we have been able to respond to ELTF claims volumes that have increased 500%, brought consistency and timeliness to claim reviews, won the respect of stakeholders and the environmental community, and brought forth numerous ideas, suggestions and "Best Practices" to improve Fund operations.

While the ELTF Fund has overcome its funding challenges over the past year, we believe the implementation of the Energy Act and the new ability to fund inspectors will create additional demands upon the ELTF. We will work closely with the Fund Administrator to address these new demands, including taking a fresh look at the feasibility of insurance recoveries to the Fund through the mechanism of subrogation.

With the enclosed submission, Navigant Consulting acknowledges understanding of the general information presented in Section 1 of the RFP and agrees with the requirements and conditions listed in Section 1. In addition, Navigant Consulting confirms its willingness to provide the requested services subject to the terms and conditions set forth in the RFP including, but not limited to the State's mandatory contract clauses.

I will be the principal contact for the proposal. Please do not hesitate to contact me if you have any questions at (312) 583-5712, or fax (312) 583-5701 or e-mail at dturula@navigantconsulting.com. If necessary, my street address is provided above.

Sincerely,

Dan Turula

Navigant Consulting, Inc.

Section II. Business Proposal

II.1 General

Navigant Consulting, Inc. (Navigant Consulting) is pleased to submit this proposal to provide Excess Liability Trust Fund (ELTF or “the Fund”) claims processing services for the Indiana Department of Environmental Management (IDEM). We understand that IDEM is interested in partnering with a firm like Navigant Consulting who has the skills, experience and resources to provide timely, accurate and cost-effective claims management services.

Navigant Consulting provides customized services and support to address critical business issues and enhance stakeholder value. Navigant Consulting brings advisors and consultants dedicated to assisting clients with the financial, economic, accounting, engineering and information aspects of processes, regulation and change. Bringing comprehensive, cross-disciplined solutions to client situations, these professionals include CPAs, MBAs, financial analysts, environmental engineers, industry experts, former regulators, information management specialists and computer systems professionals. Diverse clients include government agencies, large and small companies and law firms. Commercial clients include individual inventors and entrepreneurs, midsize corporations, Fortune 500 companies as well as multinational businesses. Navigant Consulting is headquartered in close proximity to IDEM, allowing the ELTF Program to benefit from these extensive professional resources.

Navigant Consulting is the only firm of its kind to offer a professional consulting practice dedicated to the needs of state UST reimbursement trust funds. Navigant Consulting’s UST Services Practice, consisting of experienced professionals from a variety of backgrounds, is dedicated to providing UST trust fund claims processing and management services to state environmental programs across the country. Since 1994, Navigant Consulting’s UST Services Practice has processed tens of thousands of UST claims representing nearly a billion dollars in reimbursements. Our experienced professionals possess numerous years of experience in fields as diverse as insurance, cost analysis, environmental remediation, management consulting and systems design. This experience provides a valuable link to “best practices” utilized by other funds across the country.

This proposal will demonstrate the benefits IDEM will realize through their continued partnership with Navigant Consulting in the ELTF Program. A summary of these benefits appears below.

No Conflict of Interest

Navigant Consulting is an independent provider of third-party claims processing services. Navigant Consulting is in no way affiliated with any Responsible Parties or environmental consultants in the State of Indiana and foresees no potential conflicts of interest that would hinder the objective review and administration of ELTF claims.

No Startup or Transition Time

Throughout Navigant Consulting’s tenure as third-party administrator of the ELTF Program, Navigant Consulting has been located within the IDEM workspace and is positioned to continue the management of ELTF claim processing without interruption. There is no learning curve for Navigant Consulting’s experienced team and they require no additional time or resources that would be expected in a typical startup or transition into a new engagement.

Specific UST Trust Fund Experience and "Best Practices"

Navigant Consulting is unique because it is the only firm of its kind to offer a professional consulting practice dedicated to the needs of state UST reimbursement trust funds. Navigant Consulting's UST Services Practice is comprised of professionals who possess numerous years of experience in fields as diverse as insurance, cost analysis, environmental remediation and management consulting. This group is dedicated to providing UST trust fund claims processing and management services to state environmental programs across the country. Since 1994, Navigant Consulting's UST Services Practice has processed tens of thousands of UST claims representing nearly a billion dollars in reimbursements. Navigant Consulting's experienced Indiana-based ELTF Program professionals have unlimited access to a nationwide network of industry experts.

ELTF Program Improvements and Institutional Knowledge

Navigant Consulting has partnered with IDEM since 1998 to provide high-quality, consistent claims processing services and is well known throughout the environmental consulting community in Indiana. We have continually invested in the enhancement of processes that expedite the review and the reimbursement of claims resulting in streamlined workflows and a more efficient, higher quality work product. In our 10 year history with the Fund, we have processed more than 26,000 claims and have recommended approval for almost \$550 million in reimbursements as well as denied over \$160 million in ineligible costs submitted to the Fund. Navigant Consulting has also been an integral part of the ongoing rules revision process, providing invaluable guidance and expertise on ways to reduce Fund costs and improve controls. Navigant Consulting will continue to leverage its institutional knowledge and best practices to assist the Fund in meeting future challenges and demands.

On-going Initiatives

In an effort to assist IDEM in managing current and future ELTF challenges, Navigant Consulting is currently sharing its skills and expertise in many non-claims processing initiatives.

Under the proposed contract, Navigant Consulting will continue to partner with the Fund managers on the following projects:

- ULCERS Database Enhancement
- Claim Prioritization
- Rule 328 IAC Revision/Enhancement
- Support of the ELTF Technical Section Review tracking database
- State Board of Accounts audits
- Pre-Approval model for site reviews and reimbursement
- Standardized Report Templates for LUST Facilities
- Support of the Attorney General's office in preparing for appeals and executing agreements
- Implementation of a Strategic Management Plan
- Transition of the ULCERS Database to TEMPO
- Identify best practices by participating in industry conferences

It is our experience that IDEM has historically placed a high value on Navigant Consulting's "best practices" expertise and our ability to share new ideas and information among the states for which Navigant Consulting has served as a third party administrator of UST reimbursement claims. To that end, Dan Turula, who has headed Navigant Consulting's UST Services Practice since 1994 and has led the team providing services to IDEM since 1998, will continue to lead as the Team Director.

Finally, Navigant Consulting is best positioned to leverage IDEM's investments in facilities, resources and the accumulated institutional knowledge of the ELTF Program. Over the past 10 years, Navigant Consulting has become virtually integrated with IDEM and the ELTF Program managers. Our knowledge, experience and reputation are respected throughout the environmental community in Indiana, which adds tremendous value and credibility to the Program.

II.2 Respondent's Company Structure

Navigant Consulting Inc. (referred to throughout this document as "we", "us" or "our") is a Delaware corporation headquartered in Chicago, Illinois. Our executive office is located at 30 South Wacker Drive, Suite 3100, Chicago, Illinois 60606. Our telephone number is (312) 573-5700. Our common stock is traded on the New York Stock Exchange under the symbol "NCI".

Navigant Consulting is an independent specialty consulting firm combining deep industry expertise and integrated solutions to assist government agencies, companies and their legal counsel in addressing the challenges of uncertainty and risk, and leveraging opportunities for overall business model improvement. Professional services include dispute, investigative, operational and business advisory, risk management and regulatory advisory, and transaction advisory solutions.

During the fourth quarter 2007, we reorganized into three operating segments — North American Dispute and Investigative Services, North American Business Consulting Services, and International Consulting Operations. These segments are predominately defined by their geography but may include members from global teams. The business is managed and resources are allocated on the basis of the three operating segments.

The North American Business Consulting Services segment provides strategic, operational, financial, regulatory and technical management consulting services to clients. Services are sold principally through vertical industry practices. The clients are principally "C" suite and corporate management, government entities, and law firms.

"Navigant" is a service mark of Navigant International, Inc. Navigant Consulting, Inc. (NCI) is not affiliated, associated, or in any way connected with Navigant International, Inc. and NCI's use of "Navigant" is made under license from Navigant International, Inc.

On the following pages, we have included:

- A copy of Navigant Consulting's Certificate of Good Standing from the state of Delaware.
- A Chart of Organization for Navigant Consulting's senior leadership.
- A leadership chart for Navigant Consulting's three operating segments.

Delaware

PAGE 1

The First State

I, HARRIET SMITH WINDSOR, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY THAT "NAVIGANT CONSULTING, INC." IS DULY INCORPORATED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL CORPORATE EXISTENCE NOT HAVING BEEN CANCELLED OR DISSOLVED SO FAR AS THE RECORDS OF THIS OFFICE SHOW AND IS DULY AUTHORIZED TO TRANSACT BUSINESS.

THE FOLLOWING DOCUMENTS HAVE BEEN FILED:

CERTIFICATE OF INCORPORATION, FILED THE SIXTH DAY OF JUNE, A.D. 1996, AT 9 O'CLOCK A.M.

CERTIFICATE OF AMENDMENT, CHANGING ITS NAME FROM "METZLER & ASSOCIATES, INC." TO "THE METZLER GROUP, INC.", FILED THE TENTH DAY OF SEPTEMBER, A.D. 1996, AT 9 O'CLOCK A.M.

RESTATED CERTIFICATE, FILED THE THIRD DAY OF OCTOBER, A.D. 1996, AT 9 O'CLOCK A.M.

CERTIFICATE OF AMENDMENT, FILED THE FIRST DAY OF DECEMBER, A.D. 1997, AT 9 O'CLOCK A.M.

CERTIFICATE OF AMENDMENT, CHANGING ITS NAME FROM "THE METZLER GROUP, INC." TO "NAVIGANT CONSULTING, INC.", FILED THE FIFTEENTH DAY OF JULY, A.D. 1999, AT 5 O'CLOCK P.M.

CERTIFICATE OF DESIGNATION, FILED THE TWENTY-SECOND DAY OF

2630937 8310

080377369

You may verify this certificate online
at corp.delaware.gov/authver.shtml



Harriet Smith Windsor

Harriet Smith Windsor, Secretary of State

AUTHENTICATION: 6489597

DATE: 03-31-08

Delaware

PAGE 2

The First State

DECEMBER, A.D. 1999, AT 5:30 O'CLOCK P.M.

CERTIFICATE OF OWNERSHIP, FILED THE TWENTY-SEVENTH DAY OF
OCTOBER, A.D. 2000, AT 12:26 O'CLOCK P.M.

CERTIFICATE OF AMENDMENT, FILED THE SEVENTEENTH DAY OF MAY,
A.D. 2005, AT 6:05 O'CLOCK P.M.

AND I DO HEREBY FURTHER CERTIFY THAT THE AFORESAID
CERTIFICATES ARE THE ONLY CERTIFICATES ON RECORD OF THE
AFORESAID CORPORATION, "NAVIGANT CONSULTING, INC.".

AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL REPORTS HAVE
BEEN FILED TO DATE.

AND I DO HEREBY FURTHER CERTIFY THAT THE FRANCHISE TAXES
HAVE BEEN PAID TO DATE.

2630937 8310

080377369

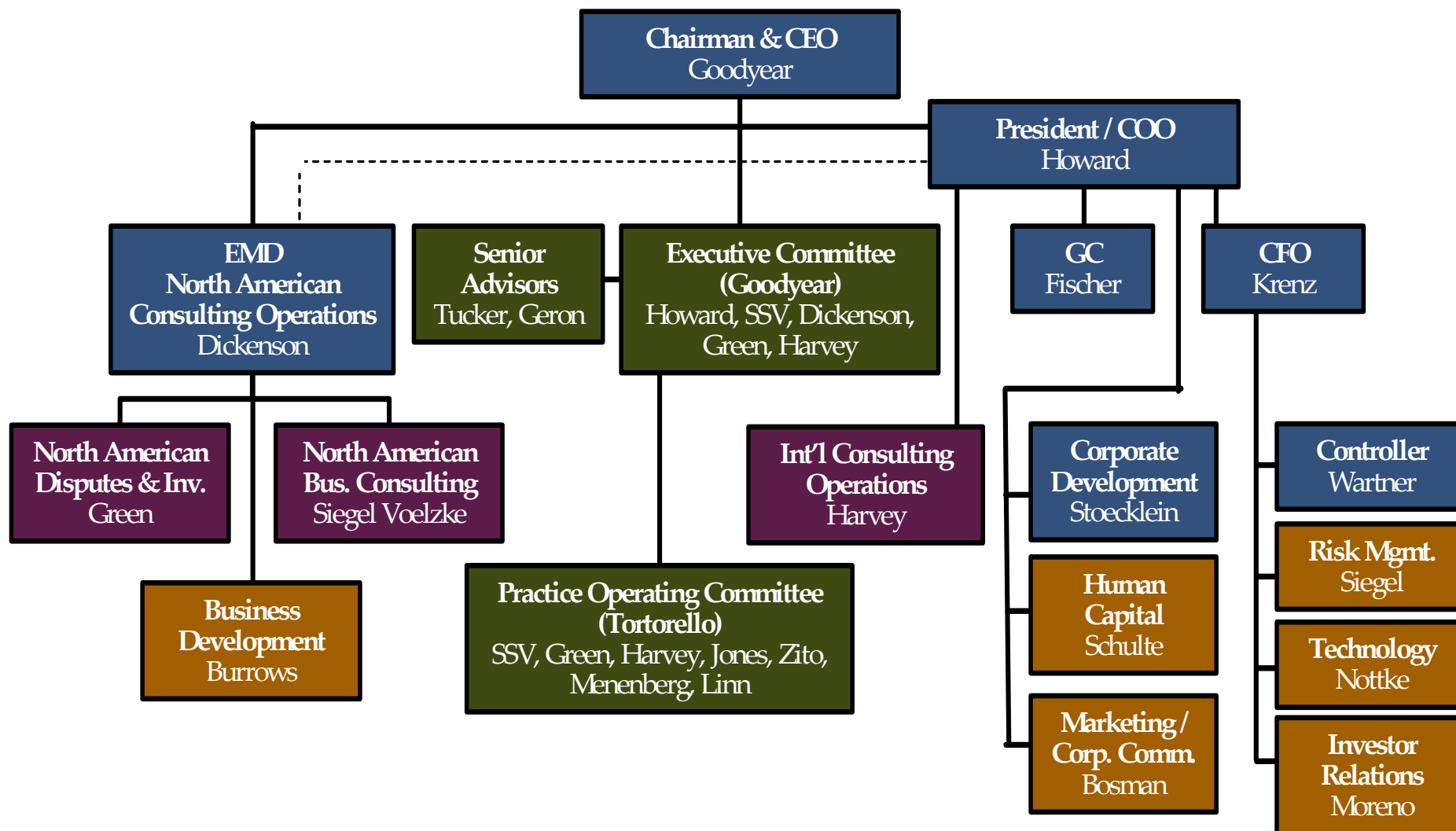
You may verify this certificate online
at corp.delaware.gov/authver.shtml



Harriet Smith Windsor
Harriet Smith Windsor, Secretary of State
AUTHENTICATION: 6489597

DATE: 03-31-08

Following is Navigant Consulting' current Organizational Chart.



Following is a leadership chart of Navigant Consulting's three operating segments.

North American Dispute & Investigative Services Jeff Green	North American Business Consulting Services Sharon Siegel Voelzke	International Consulting Operations Don Harvey
U.S. - East Mike Maloney	Corporate Finance Jon Berger / Ed Casas	Financial Services Andrew Stewart
U.S. - Central Andy Richmond	Energy Bill Dickenson	Programme Services Robert Osborne
U.S. - West Ave Tucker	Financial Services Erik Linn	Construction Disputes Paul Barry
International TBD	Healthcare Dave Zito	Insurance Jerry Capell
Construction Dave Tortorello	Insurance & Claims Bill Jones	

II.3 Company Financial Information

Navigant Consulting's Form 10-K for the year ended December 31, 2007 (covering two years of financial information) is included on the following pages.

II.4 Integrity of Company Structure and Financial Reporting

As a result of our status as a public company, Navigant Consulting is required to file periodic reports with the Securities and Exchange Commission (the “SEC”). These reports, as well as our other public communications, are intended to furnish the marketplace with full, fair, accurate, timely and understandable disclosure regarding the financial and business condition of the company. Navigant Consulting’s Chief Executive Officer and its Chief Financial Officer are required by law personally to certify our periodic reports to the SEC (see Exhibits 31.1, 31.2 and 32.1 in Navigant Consulting’s 10-K filing contained in Section II.3 of this proposal).

In addition, Navigant Consulting has adopted a system of internal controls and disclosure controls and procedures that employees and officers must strictly adhere to in providing financial and business information within the company. This system is upgraded from time to time in accordance with legal requirements and good financial and accounting practices. A description of these controls and Navigant Consulting’s Auditor’s opinion of those controls and their compliance with COSO principles can be found on pages 33 and 34 of Navigant Consulting’s 10-K in Section II.3 of this proposal.

Navigant Consulting maintains an Audit Committee that is directly responsible for the appointment, retention, compensation and oversight over the work of our independent public accountants. The Audit Committee’s primary responsibilities include the monitoring of: the integrity of financial statements, financial reporting process and systems of internal controls regarding finance and accounting, compliance with legal and regulatory requirements, the qualifications and independence of the Navigant Consulting’s independent public accountants and the performance of the our internal audit function and independent public accountants. While the Audit Committee has the responsibilities and powers set forth in its Charter, it is not the duty of the Audit Committee to prepare financial statements, plan or conduct audits or to determine that our financial statements and disclosures are complete and accurate and are in accordance with generally accepted accounting principles (GAAP) and applicable rules and regulations. These are the responsibilities of management and the independent public accountants.

Navigant Consulting’s Board of Directors makes determinations whether individual Directors are “independent” for purposes of applicable SEC corporate governance rules and NYSE listing standards based on all relevant facts and circumstances. In addition, the Board applies the applicable “bright line” criteria set forth in NYSE listing standards, Section 303A.02(b). In addition, the Board has adopted the following categorical standards to assist it in making determinations of independence and to permit it to make a general statement in its annual proxy statement that independent Directors meet such standards in lieu of disclosing particular aspects of immaterial relationships between individual Directors and the Company. The following relationships are considered immaterial and do not preclude a finding of “independence”:

1. The Director is affiliated with or employed by a company, partnership or other entity that receives payments from Navigant Consulting for services in an amount which, in the current fiscal year, does not exceed the greater of (a) \$1 million or (b) two (2) percent of such other company’s consolidated gross revenues; provided, however, that solely for purposes of determining “audit committee independence,” a director may not accept, directly or indirectly, a consulting, advisory or other compensatory fee from NCI in any amount (other than Director’s and committee fees).
2. The Director is an employee, officer or director of a foundation, university or other nonprofit organization to which Navigant Consulting gives directly or indirectly through the provision of services, less than \$250,000 during the year in question.

3. In addition, in any cases where payments are made by Navigant Consulting “indirectly” to an immediate family member, as for example fees paid to a law firm in which such immediate family member is a partner, if such immediate family member disclaims and does not accept any share of such Navigant Consulting payments, the Board will not consider that such payments preclude the Director from being considered “independent” for all purposes, including service on Navigant Consulting’s Audit Committee.

II.5 Contract Terms/Clauses

Navigant Consulting is not proposing alternative wording for any of the State's mandatory or non-mandatory contract clauses or to the sample contract included as Attachment B of the RFP.

II.6 References

<p>Bruce Palin Assistant Deputy Commissioner Indiana Dept. of Environmental Management 100 N Senate Avenue P.O. Box 6015 Indianapolis, IN 46206-6015 (317) 233-6591</p>	<p><i>Type of Business:</i> State Government <i>Services Provided:</i> Underground Storage Tank (UST) Program Administration <i>Contract Value:</i> \$20.0 million <i>Dates Service(s)</i> <i>Performed:</i> September 1998–Present</p>
<p>Betty Lamp Funds & Reimbursement Programs Manager Virginia Department of Environmental Quality 629 East Main Street Richmond, VA 23219 (804) 698-4322</p>	<p><i>Type of Business:</i> State Government <i>Services Provided:</i> UST Program Administration <i>Contract Value:</i> \$8.6 million <i>Dates Service(s)</i> <i>Performed:</i> July 1994–May 1999</p>
<p>Fred Cunningham Virginia Department of Environmental Quality 629 East Main Street Richmond, VA 23219 (804) 698-4182</p>	<p><i>Type of Business:</i> State Government <i>Services Provided:</i> UST Program Administration <i>Contract Value:</i> \$8.6 million <i>Dates Service(s)</i> <i>Performed:</i> July 1994–May 1999</p>
<p>Mike Clark Chief Financial Officer (CFO) Arizona Department of Environmental Quality 1110 W. Washington St. Phoenix, AZ 85007 (602) 771-4756</p>	<p><i>Type of Business:</i> State Government <i>Services Provided:</i> UST Program Administration <i>Contract Value:</i> \$16.3 million <i>Dates Service(s)</i> <i>Performed:</i> October 1994–May 2002</p>
<p>Joyce Bowie Associate Director, Contract Compliance Branch USDA, Farm Service Agency Acquisition Management Branch 1280 Maryland Ave., SW Portals Building, Room 580 A Washington, DC 20024 (202) 720-7335</p>	<p><i>Type of Business:</i> Federal Government <i>Services Provided:</i> Application Development and Maintenance <i>Contract Value:</i> \$21.7 million <i>Dates Service(s)</i> <i>Performed:</i> October 2005–Present</p>
<p>Jack Ingold Senior Attorney The Dow Chemical Company 2030 Dow Center Midland, Michigan 48674 (989) 636-9936</p>	<p><i>Type of Business:</i> <i>Plastics, Chemicals and Manufacturing</i> <i>Services Provided:</i> <i>Asbestos claims administration</i> <i>Contract Value:</i> <i>\$1.5 million per year</i> <i>Dates Service(s)</i> <i>Performed:</i> <i>August 2001–Present</i></p>

II.7 Registration to Do Business

Navigant Consulting is registered to do business and in good standing with the Secretary of State of Indiana. Navigant Consulting is also registered with the Indiana Department of Administration (IDOA).

II.8 Authorizing Document

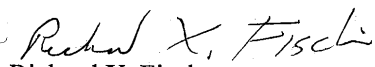
Please see authorizing document below that legally authorizes relevant Navigant Consulting personnel to commit the organization contractually.

CERTIFICATION

Richard X. Fischer, being the Vice President, Secretary and General Counsel of Navigant Consulting, Inc. (the "Company") hereby certifies and declares that Dan Turula is an employee of the Company with the title of Managing Director and, as such, has all necessary corporate authority to execute on behalf of the Company its proposal in response to, and to commit the Company contractually with respect to, RFP 8-66 "Claims Processing for the Excess Liability Trust Fund" issued by the Indiana Department of Administration.

April 1, 2008

Certified by:


Richard X. Fischer
Vice President, Secretary and
General Counsel
Navigant Consulting, Inc.

II.9 Subcontractors

Navigant Consulting will establish a contractual relationship with each of the following MBE/WBE organizations.

Subcontractor and MBE/WBE PARTICIPATION PLAN					
Subcontractor	MBE/WBE	Phone	Contact	Trade	Amount
Thomas and Reed, LLC	MBE	317.920.2800	Stephen Reed	Accounting and auditing	\$100,000
Briljent, LLC	WBE	260.434.0990	Kathy Carrier	Management and Business Professionals and Administrative Services	\$100,000
SmartIT Staffing	MBE	317.634.0211	Karen Cooper	Temporary Personnel Services	\$170,000
First Call Staffing	WBE	317.596.3280	David M. Trimbur	Temporary Personnel Services	\$175,000
Rite Quality Office Supplies, Inc	MBE	765.459.4788	Douglas C. Vaughn	Office Equipment and Accessories and Supplies	\$5,000

The following page contains Navigant Consulting's completed Minority and Women's Business Enterprise RFP Subcontractor Commitment Form.

**RFP-8-66
ATTACHMENT A
MINORITY & WOMEN'S BUSINESS ENTERPRISES RFP SUBCONTRACTOR
COMMITMENT FORM**

In accordance with 25 IAC 5-5, the respondent is expected to submit with its proposal a MWBE Subcontractor Commitment Form. The Form must show that there are, participating in the proposed contract, Minority Business Enterprises (MBE) and Women Business Enterprises (WBE) listed in the Minority and Women's Business Enterprises Division (MWBED) directory of certified firms located at <http://www.in.gov/idoa/2867.htm>.

If participation is met through use of vendors who supply products and/or services directly to the Respondent, the Respondent must provide a description of products and/or services provided that are directly related to this proposal and the cost of direct supplies for this proposal. Respondents must complete the Subcontractor Commitment Form in its entirety.

Failure to meet these goals will affect the evaluation of your Proposal. The Department reserves the right to verify all information included on the MWBE Subcontractor Commitment Form.

Respondents are encouraged to contact and work with MWBED at 317-232-3061 to design a subcontractor commitment to meet established goals as referenced in this solicitation.

Prime Contractors must ensure that the proposed subcontractors meet the following criteria:

- Must be listed on the IDOA Directory of Certified Firms
- Each firm may only serve as once classification – MBE or WBE
- A Prime Contractor who is an MBE or WBE must meet subcontractor goals by using other listed certified firms. Certified Prime Contractors cannot count their own workforce or companies to meet this requirement.
- Must serve a commercially useful function. The firm must serve a value-added purpose on the engagement.
- Must provide goods or service only in the industry area for which it is certified as listed in the directory at <http://www.in.gov/idoa/2867.htm>
- Must be used to provide the goods or services specific to the contract
- National Diversity Plans are generally not acceptable

**MINORITY & WOMEN'S BUSINESS ENTERPRISES RFP SUBCONTRACTOR LETTER OF
COMMITMENT**

A signed letter(s), on company letterhead, from the MBE and/or WBE must accompany the MWBE Subcontractor Commitment Form. Each letter shall state and will serve as acknowledgement from the MBE and/or WBE of its subcontract amount, a description of products and/or services to be provided on this project, and approximate date the subcontractor will perform work on this contract. The State reserves the right to deny evaluation points if the letter(s) is not attached. The State will deny evaluation points if the letter(s) is attached, not on company letterhead, not signed and/or does not reference and match the subcontract amount and the anticipated period that the Subcontractor will perform work for this solicitation.

By submission of the Proposal, the Respondent acknowledges and agrees to be bound by the regulatory processes involving the State's M/WBE Program. Questions involving the regulations governing the MWBE Subcontractor Commitment Form should be directed to: Minority and Women's Business Enterprises Division at (317) 232-3061 or <http://www.in.gov/idoa/2867.htm>.

STATE OF INDIANA MBE/WBE SUBCONTRACTOR COMMITMENT FORM

RFP# 8-66

DUE DATE: April 15, 2008

TOTAL BID AMOUNT:

<input checked="" type="checkbox"/> MBE Firm <input type="checkbox"/> WBE Firm			
Company Name: Thomas & Reed, LLC		Contact Person: Stephen Reed	
Address: 3901 N. Meridian Street Suite 200 Indianapolis, IN 46208		E-mail: sreed@trllc-cpa.com	
Sub-Contract Amount: \$100,000		Telephone Number: (317) 920-2800	Fax Number: (317) 920-2801
Sub-Contract Percentage of Total Bid: 3.1%		Describe service/product to be provided: Accounting and Auditing	
Provide approximate dates when Sub-Contractor will perform on this project: 8/15/2008-8/14/2010			

<input type="checkbox"/> MBE Firm <input checked="" type="checkbox"/> WBE Firm			
Company Name: Briljent, LLC		Contact Person: Kathy Carrier	
Address: 7615 W. Jefferson Blvd. Fort Wayne, IN 46804		E-mail: kcarrier@briljent.com	
Sub-Contract Amount: \$100,000		Telephone Number: (260) 434-0990	Fax Number: (260) 433-9001
Sub-Contract Percentage of Total Bid: 3.1%		Describe service/product to be provided: Management and Business Professionals and Administrative Services	
Provide approximate dates when Sub-Contractor will perform on this project: 8/15/2008-8/14/2010			

Navigant Consulting Inc.
 Respondent Firm
 30 South Wacker Drive Suite 3100
 Address
 Chicago/IL/60606
 City/State/Zip Code
 Dan Turula
 Representative
 April 14, 2008
 Date

312-583-5712
 Telephone Number
 312-583-5701
 Fax Number
 dturula@navigantconsulting.com
 Email Address

 Authorizing Signature
 Dan Turula – Managing Director
 Printed Name and Title

☒ Please check if additional forms are attached.

Page 1 of 3

**FORM MUST BE COMPLETED IN ITS ENTIRETY WITH COMPLETED LETTERS OF
COMMITMENT.**

STATE OF INDIANA MBE/WBE SUBCONTRACTOR COMMITMENT FORM

RFP# 8-66

DUE DATE: April 15, 2008

TOTAL BID AMOUNT:

<input checked="" type="checkbox"/> MBE Firm <input type="checkbox"/> WBE Firm Company Name: SmartIT Staffing, Inc. Address: One Indiana Square Suite 2252 Indianapolis, IN 46204 Sub-Contract Amount: \$170,000 Sub-Contract Percentage of Total Bid: 5.4%	Contact Person: Karen Cooper E-mail: kcooper@smart-itstaffing.com <table style="width: 100%;"> <tr> <td style="width: 50%;">Telephone Number: (317) 634-0211</td> <td style="width: 50%;">Fax Number: ()</td> </tr> </table> Describe service/product to be provided: Temporary personnel services	Telephone Number: (317) 634-0211	Fax Number: ()
Telephone Number: (317) 634-0211	Fax Number: ()		
Provide approximate dates when Sub-Contractor will perform on this project: 8/15/2008-8/14/2010			

<input type="checkbox"/> MBE Firm <input checked="" type="checkbox"/> WBE Firm Company Name: First Call Temporary & Professional Services, Inc Address: 6910 Hillsdale Court Indianapolis, IN 46250 Sub-Contract Amount: \$175,000 Sub-Contract Percentage of Total Bid: 5.5%	Contact Person: David Trimbur E-mail: dtrimbur@fcqs.com <table style="width: 100%;"> <tr> <td style="width: 50%;">Telephone Number: (317) 596-3280</td> <td style="width: 50%;">Fax Number: (317) 596-3284</td> </tr> </table> Describe service/product to be provided: Temporary personnel services	Telephone Number: (317) 596-3280	Fax Number: (317) 596-3284
Telephone Number: (317) 596-3280	Fax Number: (317) 596-3284		
Provide approximate dates when Sub-Contractor will perform on this project: 8/15/2008-8/14/2010			

Navigant Consulting Inc.
 Respondent Firm
 30 South Wacker Drive Suite 3100
 Address
 Chicago/IL/60606
 City/State/Zip Code
 Dan Turula
 Representative
 April 14, 2008
 Date

312-583-5712
 Telephone Number
 312-583-5701
 Fax Number
 dturula@navigantconsulting.com
 Email Address

 Authorizing Signature
 Dan Turula – Managing Director
 Printed Name and Title

☒ Please check if additional forms are attached.
 Page 2 of 3

**FORM MUST BE COMPLETED IN ITS ENTIRETY WITH COMPLETED LETTERS OF
COMMITMENT.**

STATE OF INDIANA MBE/WBE SUBCONTRACTOR COMMITMENT FORM

RFP# 8-66

DUE DATE: April 15, 2008

TOTAL BID AMOUNT:

<input checked="" type="checkbox"/> MBE Firm <input type="checkbox"/> WBE Firm Company Name: Rite Quality Office Supplies, Inc. Address: 710 N Washington St Kokomo IN 46901-2061 Sub-Contract Amount: \$5,000 Sub-Contract Percentage of Total Bid: .2%	Contact Person: Douglas C. Vaughn E-mail: dvaughn@ritequality.com Telephone Number: (765) 459-4788 Fax Number: (317) 459-8262 Describe service/product to be provided: Office Equipment and Accessories and Supplies Provide approximate dates when Sub-Contractor will perform on this project: 8/15/2008-8/14/2010
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<input type="checkbox"/> MBE Firm <input type="checkbox"/> WBE Firm Company Name: Address: Sub-Contract Amount: Sub-Contract Percentage of Total Bid:	Contact Person: E-mail: Telephone Number: Fax Number: () () Describe service/product to be provided: Provide approximate dates when Sub-Contractor will perform on this project:
---	--

Navigant Consulting Inc.
 Respondent Firm
 30 South Wacker Drive Suite 3100
 Address
 Chicago/IL/60606
 City/State/Zip Code
 Dan Turula
 Representative
 April 14, 2008
 Date

312-583-5712
 Telephone Number
 312-583-5701
 Fax Number
 dturula@navigantconsulting.com
 Email Address

 Authorizing Signature
 Dan Turula – Managing Director
 Printed Name and Title

☒ Please check if additional forms are attached.

Page 3 of 3

**FORM MUST BE COMPLETED IN ITS ENTIRETY WITH COMPLETED LETTERS OF
COMMITMENT.**

The following pages contain the descriptions and letters of commitment of MBE and WBE subcontractors that Navigant Consulting anticipates engaging over the contract term.

Subcontractor Name	Thomas & Reed, LLC
Subcontractor Address	3901 N. Meridian Street Suite 200 Indianapolis, IN 46208 (317) 920-2800
Minority Business Enterprise or Women's Business Enterprise	MBE
Subcontractor Services	Accounting and Auditing
Target Dollar Amount of Subcontract	\$100,000
Federal Tax Identification Number	36-4546665
Number of Full-Time Equivalent (FTE) Employees that are Indiana Residents	2
Date Subcontractor Will Perform Work	8/15/2008-8/14/2010
Subcontractor Form of Organization	Corporation
Subcontractor State of Incorporation	Indiana

Contractor Overview:

Thomas & Reed, LLC was organized in January 2004. The Members are: E. Lois Thomas, CPA and Stephen A. Reed, CPA, MBA. Each Member is responsible for a practice group and functional administrative activities that best match each Member's strengths. T&R has an Advisory Board, which consists of five members. The Advisory Board is made up of individuals with a broad range of experiences, skills and business savvy and the members are well respected in their professions.

E. Lois Thomas and Stephen A. Reed each hold a Certified Public Accountants (CPA) License in the State of Indiana. Stephen A. Reed is also licensed to practice in Ohio. The Firm has a license to Practice Accountancy in Indiana. The Firm is certified as a Minority Business Enterprise (MBE) and Woman Business Enterprise (WBE) by the State of Indiana. Additionally, The Firm is certified as a MBE and Disadvantage Business Enterprise (DBE) by the City of Indianapolis. In addition, The Firm is certified as a minority owned, operated and controlled business by the Indiana Diversity Council. Lastly, T&R obtained its unqualified peer review report December 15, 2007. Core services include: contract compliance review services, analyzing rate components, calculating and recommending rates complies with applicable government standards. Please see Thomas & Reed, LLC's Statements of Qualifications and experiences on the following page.

STATEMENTS OF QUALIFICATIONS AND EXPERIENCES

INDIANAPOLIS AIRPORT AUTHORITY

MIDFIELD TERMINAL PROJECT - *Contract Compliance Review and Rate Analysis*

Scope and Description of Work Performed: The Indianapolis Airport Authority (IAA) has made significant advancements in building the new Midfield Terminal. T&R was awarded its initial contract with IAA to provide contract compliance review services. The compliance review engagement led to T&R's second contract for a two-year period through 2006. In addition to the contract compliance review services, the new contract includes analyzing overhead rate components, calculating and recommending an overhead rate multiple that complies with applicable Federal Acquisition Regulations (FAR's) for architectural, construction and professional service contractors.

Core Services: These engagements consist principally of inquiries, analytical procedures and substantive testing techniques which are applied to contracts and financial data. Sampling criteria's are chosen and procedures are performed to support all findings and recommendations. Core services performed under this engagement are outlined below:

- Verifying overhead costs allocated and billed to IAA by contractors are reasonable through inquiry and observation, analytical procedures and assurance testing.
- Determining if proper internal controls are in place to prevent and eliminate loss of assets from theft and collusion.
- Assisting the IAA in developing pricing strategies for products and services to meet predetermined cost objectives.

Key Achievements: Key deliverables that were value added for client included:

- Designing appropriate internal controls as it relates to contract compliance.
- Identifying and assessing risk of non-compliance by vendors per contract covenants and Federal and State regulations.
- Quantifying and attaching a dollar value to non-compliance issues for management decision purposes.
- Calculating proposed billable rates to be used on future contracts.
- New billable rates negotiated by project director are typically lower which allows for significant savings on contracts procured.

Time Period of Project: May 2003 – Present



March 26, 2008

Jeff Eckert
Navigant Consulting, Inc.
30 South Wacker, Ste 3100
Chicago, IL 60606

Dear Jeff:

This letter is to officially inform you that Thomas & Reed, LLC has agreed to partner with Navigant Consulting, Inc. under RFP-8-66 for the contractual period of August 15, 2008 to August 14, 2010. Thomas & Reed, LLC will provide auditing services to Navigant Consulting, Inc. in the targeted subcontracted amount of \$100,000.

T&R is certified as a Minority/Woman Owned Business Enterprise by the Indiana Department of Administration. For your records, our federal tax ID number is 36-4546665 and our state registration number is IN-0118261525-001-8.

Thomas & Reed, LLC is excited about the opportunities that this partnership will provide our firms and the State of Indiana. Thomas & Reed, LLC is committed to ensuring and enhancing the success of this initiative. Should there be any questions, please do not hesitate to contact us. I will also service as the principal contact and can be reached at (317) 920-2800 or via email at sreed@trllc-cpa.com.

Sincerely,

A handwritten signature in black ink, appearing to read 'Stephen A. Reed, CPA', is written over the typed name.

Stephen A. Reed, CPA
Thomas and Reed, LLC

"Our Client's Success Is Our Success"

3901 N. Meridian St., Suite 200 Indianapolis, IN 46208
P.O. Box 20392 Indianapolis, IN 46220-0392
Office: 317-920-2800; Fax: 317-920-2801

Subcontractor Name	Briljent, LLC
Subcontractor Address	7615 W. Jefferson Blvd. Fort Wayne, IN 46804 (260) 434-0990
Minority Business Enterprise or Women's Business Enterprise	WBE
Subcontractor Services	Management and Business Professionals and Administrative Services
Target Dollar Amount of Subcontract	\$100,000
Federal Tax Identification Number	35-2046588
Number of Full-Time Equivalent (FTE) Employees that are Indiana Residents	1
Date Subcontractor Will Perform Work	8/15/2008-8/14/2010
Subcontractor Form of Organization	Limited Liability Company
Subcontractor State of Incorporation	Indiana

Contractor Overview:

Since 1998, Briljent has helped fortune 500 companies, government agencies, trade associations and small businesses communicate. Briljent is an acclaimed presence in the technical writing, training and outsourcing industries. Located in Fort Wayne, Indiana, the corporate headquarters serves as a centralized location for our writing and training staff members. We also have an office and strong employee base in Indianapolis. We thrive on serving our customers well, building relationships and company growth. Our goal is to provide talented employees to staff your project and help you succeed. We believe in strong, long-term and win-win relationships. We also have learned that communication is key to the success of our projects. Our services include:

- Staff augmentation
- Technical and proposal writing
- Outsourcing (PM, IT, Administrative support)
- Strategic planning and meeting facilitation

Please see Briljent's Commitment Letter on the following page as documentation of the subcontractor's willingness to carry out these responsibilities.



March 26, 2008

Jeff Eckert
Navigant Consulting, Inc.
30 South Wacker, Ste 3100
Chicago, IL 60606

Dear Jeff:

This letter is to officially inform you that Briljent has agreed to partner with Navigant Consulting, Inc. under RFP-8-66 for the contractual period of August 15, 2008 to August 14, 2010. Briljent will provide management and business professionals and administrative services to Navigant Consulting, Inc. in the targeted subcontracted amount of \$100,000. Briljent is excited about the opportunities that this partnership will provide our firms and the State of Indiana.

Briljent is committed to ensuring and enhancing the success of this initiative. Should there be any questions, please do not hesitate to contact us.

Sincerely,

Kathy Carrier
President & CEO
Briljent, LLC

Subcontractor Name	SmartIT Staffing, Inc.
Subcontractor Address	One Indiana Square Suite 2252 Indianapolis, IN 46204 (317)634-0211
Minority Business Enterprise or Women's Business Enterprise	MBE
Subcontractor Services	Temporary personnel services
Target Dollar Amount of Subcontract	\$170,000
Federal Tax Identification Number	20-2993238
Number of Full-Time Equivalent (FTE) Employees that are Indiana Residents	65
Date Subcontractor Will Perform Work	8/15/2008-8/14/2010
Subcontractor Form of Organization	Corporation
Subcontractor State of Incorporation	Indiana

Contractor Overview:

SmartIT Staffing, Inc. is an Indiana based certified MBE and WBE with offices in Indianapolis and Cincinnati focused on the placement of technology professionals.

Every company and its needs are unique. The key to success is working in partnership with our clients to fully understand all technology and cultural challenges before searching for the right resource. While this is more effort up front it provides great return. SmartIT Staffing provides flexible and cost-effective services dedicated to helping our clients fulfill their short and long-term business needs and goals. Our services include:

- Contract Staffing
- Project Services and Managed Staffing
- Permanent Placement assistance
- Project Management Services

Please see SmartIT's Commitment Letter on following page as documentation of the subcontractor's willingness to carry out these responsibilities.



Jeff Eckert
Navigant Consulting, Inc.
30 South Wacker, Ste 3100
Chicago, IL 60606

Dear Jeff:

This letter is to officially inform you that SmartIT Staffing has agreed to partner with Navigant Consulting, Inc. under RFP-8-66 for the contractual period of August 15, 2008 to August 14, 2010. SmartIT Staffing will provide temporary personnel services to Navigant Consulting, Inc. in the targeted subcontracted amount of \$170,000. SmartIT Staffing is excited about the opportunities that this partnership will provide our firms and the State of Indiana.

SmartIT Staffing is committed to ensuring and enhancing the success of this initiative. Should there be any questions, please do not hesitate to contact us.

Sincerely,

A handwritten signature in black ink, appearing to read "Karen K. Cooper". The signature is fluid and cursive, with the first name "Karen" and last name "Cooper" clearly distinguishable.

Karen Cooper
President
SmartIT Staffing

Subcontractor Name	First Call Temporary & Professional Services, Inc. (First Call)
Subcontractor Address	6910 Hillsdale Court Indianapolis, IN 46250 (317) 596-3254
Minority Business Enterprise or Women's Business Enterprise	WBE
Subcontractor Services	Temporary personnel services
Target Dollar Amount of Subcontract	\$175,000
Federal Tax Identification Number	35-1840483
Number of Full-Time Equivalent (FTE) Employees that are Indiana Residents	29
Date Subcontractor Will Perform Work	8/15/2008-8/14/2010
Subcontractor Form of Organization	Corporation
Subcontractor State of Incorporation	Indiana

Contractor Overview:

First Call was founded in February of 1991 in Richmond, Indiana. Since that time they have grown to be one of the largest staffing companies in the state, with new offices and new services added each year. First Call differentiates itself by providing the expertise of a national service with the flexibility and innovation of an independently owned company. Management and staff are all trained in every aspect of Human Resources. First Call prides itself in serving as an extension of its clients' Human Resources department. Whether companies need assistance in recruiting, training, contract placement, retention programs or outplacement, First Call can help.

Services available include the following: Temporary Staffing, Payroll and Professional Placement. First Call's corporate headquarters are located in Indianapolis, Indiana. First Call also has seven other offices throughout the state, as well as one on the west side of Indianapolis. First Call is certified as a WBE by both the city and the state, and is rated the third largest staffing company in Indianapolis according to the Indianapolis Business Journal.

Please see First Call's Commitment Letter on following page as documentation of the subcontractor's willingness to carry out these responsibilities.

•FIRST•CALL•

Jeff Eckert
Navigant Consulting, Inc.
30 South Wacker, Ste 3100
Chicago, IL 60606

Dear Jeff:

This letter is to officially inform you that First Call Staffing has agreed to partner with Navigant Consulting, Inc. under RFP-8-66 for the contractual period of August 15, 2008 to August 14, 2010. First Call Staffing will provide temporary personnel services to Navigant Consulting, Inc. in the targeted subcontracted amount of \$175,000. First Call Staffing is excited about the opportunities that this partnership will provide our firms and the State of Indiana.

First Call Staffing is committed to ensuring and enhancing the success of this initiative. Should there be any questions, please do not hesitate to contact us.

Sincerely,



David M. Trimbur
First Call Staffing

Corporate Headquarters
6960 Hillisdale Court
Indianapolis, IN 46250
Telephone: 317-596-3280
Facsimile: 317-596-3284

Subcontractor Name	Rite Quality Office Supplies, Inc.
Subcontractor Address	710 N Washington St Kokomo, IN 46901-2061 (765) 459-4788
Minority Business Enterprise or Women's Business Enterprise	MBE
Subcontractor Services	Office Equipment and Accessories and Supplies
Target Dollar Amount of Subcontract	\$5,000
Federal Tax Identification Number	35-1978375
Number of Full-Time Equivalent (FTE) Employees that are Indiana Residents	5
Date Subcontractor Will Perform Work	8/15/2008-8/14/2010
Subcontractor Form of Organization	Corporation
Subcontractor State of Incorporation	Indiana

Contractor Overview:

Rite Quality was founded in July of 1989 by its current CEO Douglas C. Vaughn. Rite Quality has developed and cultured mutually beneficial business relations with Fortune 500 companies, institutions, and various state agencies in the United States. The CEO was awarded the "Minority Business Person of the Year" by Chamber of Commerce and Rite Quality Office Supplies was nominated for the "Supplier of the Year Award" by one of the Fortune 500 companies. Rite Quality is diligent in finishing projects, highly accurate in filling clients' orders, and performance sensitive.

Rite Quality offers over 50,000 items; including office supplies, office furniture, computer supplies, paper, and facility supplies.

Please see Rite Quality's Commitment Letter on following page as documentation of the subcontractor's willingness to carry out these responsibilities.



Rite Price • Rite Service • Rite Attitude

Jeff Eckert
Navigant Consulting, Inc.
30 South Wacker, Ste 3100
Chicago, IL 60606

March 27, 2008

Dear Jeff:

This letter is to officially inform you that Rite Quality Office Supplies, Inc. has agreed to partner with Navigant Consulting, Inc. under RFP-8-66 for the contractual period of August 15, 2008 to August 14, 2010. Rite Quality Office Supplies, Inc. will provide office equipment and accessories and supplies to Navigant Consulting, Inc. in the targeted subcontracted amount of \$5,000. Rite Quality Office Supplies, Inc. is excited about the opportunities that this partnership will provide our firms and the State of Indiana.

Rite Quality Office Supplies, Inc. is committed to ensuring and enhancing the success of this initiative. Should there be any questions, please do not hesitate to contact us.

Sincerely,

A handwritten signature in black ink, appearing to read 'Douglas C. Vaughn', is written over a horizontal line.

Douglas C. Vaughn
President

710 N. Washington St. • Kokomo, IN 46901 • (765) 459-4788 • Fax: (765) 459-8262
1-800-580-7483 • e-mail: riteq@netusa1.net • <http://www.ritequality.com>

Section III. Technical Proposal

III.1 (RFP 2.4.1) *Name and credentials of the individual listed in the proposal as the lead individual for the completion of the project.*

Dan Turula, who has headed Navigant Consulting's UST practice since 1994 and has led the team providing services to IDEM since 1998, will be responsible for making certain that we meet all aspects of our contract with IDEM. As an experienced senior-level manager, Mr. Turula will serve as the Team Director and will be responsible for providing oversight and overall quality control for the contract. He will also provide assistance to the Team Manager during all phases of the contract based on his prior experience in managing environmental claims processing facilities.

Mr. Turula will also continue to serve as our "best practices" resource to facilitate the sharing of new ideas and information among the states for which Navigant Consulting has served as a third party administrator of UST reimbursement claims. Mr. Turula will also provide advice and counsel on critical issues throughout the life of the project including contract negotiation and management, client interaction, resource management, budget development and management, and quality control.

Mr. Turula's resume follows in this section.



Dan Turula

Dan Turula
Managing Director

Navigant Consulting
30 South Wacker Dr.
Suite 3100
Chicago, IL 60606
Tel: 312.583.5712
Fax: 312.583.5830

dturula@navigantconsulting.com

Service Line
Government Services

Education
BS, Finance, Indiana University
MBA, Finance, Indiana University

Dan Turula is a Managing Director of Navigant Consulting who has over 20 years of consulting experience and leads the Government Services group. Mr. Turula's consulting experience includes client projects in the areas of program and project management, business process reviews, business process outsourcing, third-party service provider selection and management, operational readiness, systems design and lifecycle management, and a variety of regulatory compliance and operational control initiatives.

Professional Experience

Mr. Turula specializes in the design, development, implementation and integration of large-scale, enterprise-wide program management solutions, often for government and other public entity clients. Mr. Turula's work entails leading strategy and planning efforts, deploying complex technology and business process management efforts and introducing emerging technologies. He has assisted large public programs in the reengineering of processes and procedures, focusing on improving financial processes and supporting systems. His experience has entailed development of strategic plans and project plans, system integration, establishment of "best practice" benchmarks, public outreach and training.

Since 1994, Mr. Turula has lead Navigant Consulting's UST Services Practice, providing claim processing and management consulting services to several state Underground Storage Tank (UST) funds. As third party administrators for hundreds of millions of dollars in public funds, Mr. Turula and his teams have designed and implemented numerous improvements in the efficiency of Fund operations while minimizing related administrative costs.

Since October 2005, Mr. Turula has been responsible for contract compliance, quality control and best practices for Navigant Consulting's contract to administer the Tobacco Transition Payment Program (TTPP) for the US Department of Agriculture. Mr. Turula's team is responsible for the management, integration and administration of this \$10 Billion program and have met all Program objectives on time and on budget including establishment and management of the National Tobacco Processing Center (NTPC), development and maintenance of web-based applications to support the TTPP programs, distribution of \$1 billion annually to 600,000 TTPP participants, production and distribution of approximately 600,000 1099 forms, assessment billing to tobacco manufacturers and importers and outreach.

Mr. Turula assisted the Department of Central Management Services for the state of Illinois with the review and reengineering of their state procurement forms. Mr. Turula applied a “best practices” approach to design and develop a set of model forms that were greatly simplified, used plain English, were easier for Vendors to use and respond to business opportunities, and created better legal protections and controls for the State. Mr. Turula also performed a review of CMS’ business and technology contracting requirements in order to recommend short and long-term technology solutions.

Mr. Turula assisted the Chicago Law Department in a review of their current tools and business requirements in order to recommend a “best in class” legal technology solution to meet their current and future needs. Mr. Turula performed a “gap” analysis of the functions of 13 departments against the capabilities of its current case/matter management system (CMS) tool. Mr. Turula reviewed and analyzed several other “market leading” CMS products and performed a cost benefit study to analyze the costs associated with migrating to a new tool.

Mr. Turula assisted the Chicago Public Schools in the review of their \$100 million Environmental Management Program (the “Program”). Mr. Turula and his team were tasked with analyzing allegations of fraud, waste and mismanagement in the Program as well as reviewing the cost-effectiveness of the Program’s management. As part of this review, Mr. Turula analyzed the effectiveness of the Program’s environmental remediation expenditures, the reasonableness of the costs, and the fairness of the contracting procedures.

Mr. Turula assisted a major publishing firm in the distribution of over \$250 million in rebates to thousands of its advertisers. Mr. Turula was responsible for designing procedures, staffing, and startup of the rebate Finance function within a two-week window. Mr. Turula and his team developed numerous controls throughout the year-long duration of the rebate program that allowed the Finance function to successfully integrate with Customer Service, IT, and other offsite administrative and operational functions.

Mr. Turula assisted a major life insurance company with the resolution of hundreds of thousands of policyholder claims related to prior sales practices. Mr. Turula role was to work directly with senior program management to develop procedures where none currently existed, implement productivity monitoring tools, develop and implement quality control standards and procedures, and reengineer processes to improve overall productivity.

Mr. Turula has worked with the Pennsylvania Medical Professional Liability Catastrophe Loss Fund (the “Cat Fund”) in the review of the internal processes and procedures used to collect and process \$300 million in surcharge collections annually. Mr. Turula assisted the Cat Fund in the review of its organizational and operational procedures resulting in the recommendation and implementation of financial and operational controls. In addition, Mr. Turula developed an audit program to deter future abuse of the surcharge collection process.

Mr. Turula has assisted the Illinois Department of Insurance in the development of internal procedures to resolve claims made against insolvent insurance carriers. This work has included the analysis and reengineering of procedures to allow for more efficient and timely approaches to strategy, workflow, and information systems. This work entailed the development of detailed procedures manuals for use in training, audit and quality control.

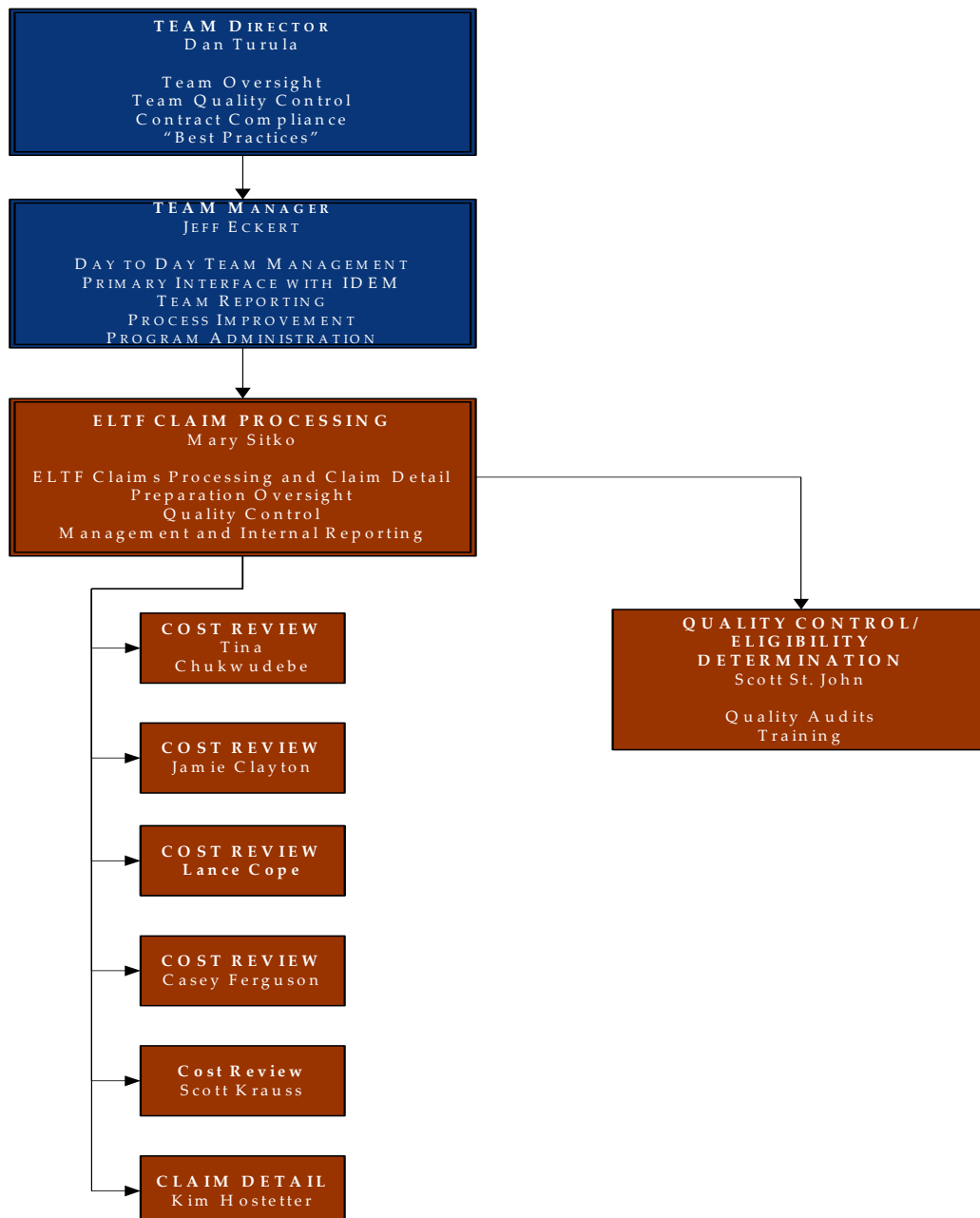
Mr. Turula managed the runoff of Property and Casualty insurance carriers for several state departments of insurance requiring the accumulation and processing of millions of documents and the development of proprietary information systems. Mr. Turula implemented a “partnered” management approach in which he supervised, managed and directed state employees, which resulted in significant cost savings to these agencies.

Prior to joining Navigant Consulting, Mr. Turula managed a retail banking operation located in Indianapolis, Indiana where he developed extensive experience in real estate and consumer lending.

III.2 (RFP 2.4.2) *Names and credentials of other key project team members that will be involved in performing the services. Respondents must submit resumes or curricula vitae for all proposed staff members.*

Navigant Consulting will continue to devote a team of highly skilled, ELTF Program-experienced professionals to ensure success for IDEM and ELTF applicants and stakeholders. The professionals proposed for our team represent a unique blend of experience and skill. Each of the professionals has responsibilities on Navigant Consulting's existing ELTF contract. **We believe this team provides IDEM with invaluable program continuity and preserves their investment in the Fund's accumulated institutional knowledge.**

Following is an organization chart of Navigant Consulting's ELTF Claim Processing Review Team. Mr. Eckert, our Team Manager, and the rest of the Navigant Consulting's ELTF team's resumes follow in this section.





Jeff Eckert

Jeff Eckert
Associate Director
PMP Certified

Navigant Consulting
30 South Wacker Dr.
Suite 3100
Chicago, IL 60606
Tel: 317.234.0987
Fax: 317.233.5734

jeckert@navigantconsulting.com

Service Line
Government Services

Education
MBA, Indiana University
BS, Marketing, Manchester College
BS, Economics, Manchester College

Jeff Eckert is an Associate Director of Navigant Consulting who has provided consultation to County, State and Federal government clients on multiple matters related to program management, claim processing, business process reengineering, and systems development.

Professional Experience

Mr. Eckert has served as the Project Manager for the Excess Liability Trust Fund (ELTF) engagement with the Indiana Department of Environmental Management (IDEM) for over three years. Mr. Eckert's primary responsibilities are overall engagement management, including leading critical program initiatives. Mr. Eckert is currently leading client staff through the development of program rule modifications to improve the effectiveness of the department in meeting program objectives. Mr. Eckert has facilitated client discussions to develop rule modifications and the necessary language for effective implementation.

Mr. Eckert has been instrumental in evaluating program procedures across the organization and sharing successes to benefit the project and other programs. Mr. Eckert has initiated and led several process improvement projects to successful completion resulting in a reduction in the average claim processing time.

Changes to law and rule required significant changes to how IDEM processed, tracked and reported claims. Mr. Eckert worked closely with client and project staff to identify effective solutions to address the rule and law without impacting the quality or quantity of production.

Mr. Eckert also provided IDEM with a risk assessment identifying additional areas of concern as a result of the program entering into priority payment. Mr. Eckert led the implementation of process changes to address the risks resulting in the continued viability of the program.

Mr. Eckert identified key program procedures and initiated a process evaluation and improvement project to document, evaluate and enhance existing procedures. Mr. Eckert led workgroup discussions with functional managers and technical staff to develop and implement system changes to enhance ease of access to key data, reduce unauthorized access to data and streamline project workflow.

In addition to his work at IDEM, Mr. Eckert joined the United States Department of Agriculture (USDA), Farm Services Agency (FSA) project team in May of 2006 and successfully collected and developed requirements for critical system enhancements. Mr. Eckert has facilitated discussions across functional groups of the FSA organization obtaining buy-in from key process owners.

In addition to his work at IDEM, Mr. Eckert joined the United States Department of Agriculture (USDA), Farm Services Agency (FSA) project team in May of 2006 and successfully collected and developed requirements for critical system enhancements. Mr. Eckert has facilitated discussions across functional groups of the FSA organization obtaining buy-in from key process owners.

Mr. Eckert developed and leads the production support tracking and communication process. Implementation of improved communications tools and processes resulted in an immediate and measurable improvement in the closures of issues. Mr. Eckert identified additional system modifications that reduced the number of program errors and have assured ongoing benefits and client satisfaction. Mr. Eckert has worked with USDA call center staff to design modifications to the Problem Analysis Report (PAR) process for effective management and resolution of county office system and business issues.

Mr. Eckert developed and maintains system documentation for the Tobacco Transition Payment Program (TTPP) application, including page specifications, navigation maps and a system glossary. Mr. Eckert met with the client business owner and USDA technical staff to define and document the requirements. Mr. Eckert led the project to successful completion assuring the documentation is complete for effective system maintenance.

Prior to joining Navigant Consulting, Inc., Mr. Eckert managed the Public Employee's Retirement Fund (PERF) and Teacher's Retirement Fund (TRF) application maintenance project. Mr. Eckert developed and implemented a critical action plan to regain client confidence at a time when the project became behind schedule. Mr. Eckert successfully implemented mission critical system enhancements safeguarding the organization from ongoing procedural and security risks. Mr. Eckert evaluated the system development lifecycle, identified and implemented critical changes that resulted in increased quality and higher production.

Mr. Eckert reviewed key business processes and identifying opportunities to enhance those processes by redesigning key documents and designing system enhancements to capture and process critical business data. Mr. Eckert coordinated testing and implementation of system changes assuring system and data integrity. Mr. Eckert also worked with department heads and client management to design and implement a comprehensive security structure securing sensitive member data. Mr. Eckert efficiently implemented federal 1099 regulation changes to the application to allow for the timely and accurate production of all program 1099 documents and reports

As a project lead on the Indiana Support Enforcement Tracking System (ISETS) project Mr. Eckert led several project teams in the evaluation, execution and implementation of software system modifications. Mr. Eckert was the primary business analyst and served as the liaison for clients in evaluating system changes. Mr. Eckert managed the development team, reviewed the quality of the final product and worked closely with the quality assurance and implementation teams to assure effective implementation of system changes.

Mr. Eckert managed the Marion County Integration project while a member of the ISETS project. This project involved over 20 sub-projects and a staff of 16. Mr. Eckert coordinated integration of client management with project staff, gathered project requirements and designed solutions to meet the business needs of the client. Mr. Eckert managed the involvement of several external parties to the engagement assuring maximum client benefit functionally and politically. Successful completion of the project involved implementing all projects for use by 92 counties participating in the ISETS project.

Mr. Eckert has successfully managed client acceptance testing of mission critical application enhancements. Mr. Eckert worked directly with client staff in testing and documenting system errors. Mr. Eckert worked with the development staff to address the errors and provide the client with the desired functional application. Upon completion of the testing Mr. Eckert coordinated final system acceptance with the client, bringing the project to closure.

Mr. Eckert was an integral member of the City of Indianapolis and Marion County Year 2000 Project Management Office. In this role Mr. Eckert managed the successful completion of an inventory of all Year 2000 impacted systems and assets. Mr. Eckert coordinated business process assessment workshops with numerous department and agencies, identifying, documenting and evaluating mission critical activities. Action plans were developed for the event that systems were not available to support these functions. Mr. Eckert conceived and developed an application for maintaining the asset inventory and reporting progress of remediation.

Mr. Eckert gained organization development experience working in a retail franchise organization. Mr. Eckert opened, staffed and managed four stores. Mr. Eckert was responsible for product management, sales development and operations. Mr. Eckert recruited and developed key management personnel for continued organizational growth.

Mr. Eckert studied business at Manchester College earning a degree in Marketing and Economics. Mr. Eckert continued his education at Indiana University receiving a Masters in Business Administration in 2003.



Mary Sitko, LPG

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MA, Geology, Miami University

Mary E. Sitko is a Licensed Professional Geologist and Managing Consultant within Navigant Consulting's Government Services practice. She is an Indiana resident, currently working out of the Indiana Department of Environmental Management (IDEM) office in Indianapolis, Indiana.

Professional Experience

Ms. Sitko has more than five years experience working at the IDEM client site. Through her involvement in this engagement, she has cultivated close working relationships with client managers in both the Leaking Underground Storage Tank (LUST) Program as well as the Excess Liability Trust Fund (ELTF) Program. She has a thorough understanding of UST claims reimbursement programs, and has developed a detailed understanding of the unique management, operational, reporting, and trouble-shooting requirements necessary for a successful state claims reimbursement program.

Ms. Sitko manages a team of five claim review personnel and an administrative assistant responsible for the review and processing of environmental reimbursement claims submitted to the IDEM ELTF Section. In this role she ensures the team achieves monthly production goals and that all claims are processed in under 60 days as required by Indiana statute. She provides the final review of the team's work product prior to delivery to the client and performs initial eligibility determinations for claimants applying to the ELTF. She works closely with the client and assists the team with Rule interpretation to ensure consistency throughout the claim review process and works directly with IDEM legal staff during claims appeals. Ms. Sitko also initiates and implements process change when appropriate and necessary.

Ms. Sitko is currently participating in a client initiative to change the Rule that governs the program. In support of this effort, have solicited input from staff and participated in public outreach meetings to ensure that key weakness in the Rule were addressed.

In support of the IDEM engagement, Ms. Sitko completed a compliance audit in an attempt to identify any inconsistencies that may exist between new ELTF program requirements and the claims processing procedures currently in place. During this audit, Ms. Sitko conducted a comprehensive review of the revised rule, interviewed staff, and examined written procedures currently in-place to process claims. After analyzing data, and identifying data gaps, Ms. Sitko presented this information to the team so that current processes and approaches could be modified as necessary.

Ms. Sitko worked with the LUST Section Chief on a rewrite of Chapter 3 of the Risk Integrated System of Closure (RISC) User's Guide ultimately creating a more user-friendly document focusing on facilities dealing solely with LUST incidents. As part of this project, she created standardized reporting templates: Initial Site Characterization (ISC), Further Site Investigation (FSI), and Corrective Action Plan (CAP) which, when implemented, will streamline the LUST reporting and review process in both the public and private sectors. During this effort, Ms. Sitko developed and managed project schedules and coordinating the involvement of both IDEM and Navigant Consulting staff. Throughout the forms creation process she continuously collected and evaluated data (both internal and external), developed solutions, and modified content so that the forms effectively met the diverse needs of the LUST Program, the ELTF Program, the RISC Program, and the regulated public. In addition, Ms. Sitko has participated in various internal Agency workgroups representing the Fund Administrator, sharing knowledge, expanding the understanding of the ELTF program and demonstrating the impact other sections decisions could have on the ELTF.

For the past four years, Ms. Sitko has actively participated in the State Fund Administrator's conference. She developed a presentation for the 2005 Salt Lake City session that focused on the similarities and differences between various state program reimbursable clean-up costs. In preparation for that event, she also authored a "State Fund Success Story" describing how Indiana UST remediation costs are being reduced through the successful implementation of the recently implemented rule revision.

As a part of Navigant Consulting's former IDEM technical team, Ms. Sitko reviewed and evaluated UST closure reports, ISC reports, FSI reports, CAPs, progress reports, site remediation closure reports, and RISC documents for adherence with the UST Branch Guidance Manual and/or the RISC Guidance. These reviews were conducted with the focus of ensuring effective cleanup which ultimately resulted in effective cost management.

Prior to joining Navigant Consulting, Inc., Ms. Sitko was a project manager for an environmental consulting firm. She has over 10 years of experience in the assessment of environmentally impaired sites and has performed numerous hydrogeologic investigations of petroleum- and solvent-contaminated facilities throughout Ohio, Indiana, Michigan, Illinois, Virginia, California, and the District of Columbia. Investigative activities have included the installation of soil boring/monitoring wells, evaluation of environmental hazards, and the preparation and implementation of corrective action plans. Ms. Sitko was also responsible for selecting subcontractors, generating reports summarizing field activities, and managing all aspects of the project budgets. She is familiar with and has used a variety of subsurface investigative technologies including direct-push, hollow-stem auger, air and mud rotary, and cone penetrometry. Ms. Sitko has extensive experience conducting and managing Phase I Environmental Site Assessments (ESAs) and compliance audits. In this capacity she was responsible for the identification of possible environmental hazards and review of waste handling and disposal activities at subject sites.

Ms. Sitko earned both a BA and an MA in Geology from Miami University in Oxford, Ohio. In addition, she is 40-hour HAZWOPER certified. She has also participated in numerous IDEM training courses including OLQ Sampling Training, OLQ Vapor Intrusion Training, and Risk Integrated System of Closure Training.



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Education
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Scott St. John is a Senior Consultant within Navigant Consulting's Government Services practice. He is an Indiana resident, currently working out of the Indiana Department of Environmental Management (IDEM) office in Indianapolis, Indiana.

Professional Experience

Mr. St. John has more than four years experience working at the IDEM client site. As a senior member of the claims processing team, Mr. St. John has acquired a thorough knowledge of costs associated with environmental remediation and the application of guidance and rule.

Mr. St. John serves as the quality control manager for the claims team. In this capacity, he samples the finished work product of all members of the cost review team to ensure consistency and to identify and track areas that may require additional training efforts. Mr. St. John also performs eligibility determinations for all claimants applying to the fund. He monitors the team's productivity to ensure that claims are processed within the statutory requirements. Mr. St. John works closely with the administrative staff to ensure cost reviewers can efficiently manage their workflow. He regularly acts as a liaison between claimants and environmental consultants when problems arise that could impede claim processing.

Mr. St. John is currently participating in a client initiative to change the Rule that governs the program. In support of this effort, Mr. St. John has solicited input from staff and participated in public outreach meetings to ensure that key weakness in the Rule were addressed.

Mr. St. John served as interim claims team lead during the claims team manager's leave of absence. In this role he ensured the team achieved monthly production goals and that all claims were processed in under 60 days as required by Indiana statute. He provided the final review of the team's work product prior to delivery to the client and performed initial eligibility determinations for claimants applying to the fund. Mr. St. John also worked directly with IDEM legal staff during claims appeals.

Mr. St. John's initial responsibility was conducting thorough analytical reviews of claims submitted for reimbursement against Indiana's Excess Liability Trust Fund (ELTF). Mr. St. John has also been involved with the successful completion of several process improvement projects following the adoption of a rule revision and the implementation of priority payment processing. Working closely with the rest of the project team, Mr. St. John played an integral role in identifying effective solutions and implementation strategies to address the required rule and process changes without impacting the quality or quantity of production.

Prior to joining the ELTF claim engagement, Mr. St. John worked with a project team stationed out of Navigant Consulting office in Richmond, Virginia performing the analytical review of mutual fund transactions to ensure proper transaction fees were charged. This type of analysis required timely review of sales, familiarity with breakpoint guidelines, attention to detail and a thorough understanding of customer holdings. Additionally, Mr. St. John was involved with database management and assisted in generating daily progress reports for the project.

Mr. St. John studied business at Virginia Commonwealth University. Earning a degree in Business Administration and Management, Mr. St. John developed strong analytical skills, useful in business cost analysis and financial engagements.



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MPA, Public Administration, University of
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Tina Chukwudebe is a Senior Consultant within Navigant Consulting's Government Services practice. She is an Indiana resident currently working out of the Indiana Department of Environmental Management (IDEM) office in Indianapolis, Indiana.

Professional Experience

Ms. Chukwudebe has more than three years experience working at the IDEM client site. In this capacity, she performs analytical review of claims submitted against the state fund to remediate soil and groundwater contamination caused by leaking Underground Storage Tanks (USTs).

Claims analysis includes the timely review of claims, familiarity with State reimbursement guidelines and applicable statutes and attention to detail in cost reconciliation. The analysis also included the understanding of soil and groundwater remediation methods.

She communicates on a regular basis with environmental consultants, as well as project managers to review cost reconciliation decisions and respond to questions and concerns as necessary. Ms. Chukwudebe is also responsible for training new claims staff, and enhances claims consistency by maintaining a decision log, which includes all rule interpretations made by the Program Administrator.

Prior to joining Navigant Consulting, Ms. Chukwudebe served as the grants and contracts administrator for Indiana University Purdue University Indianapolis. In this capacity, she oversaw the administration, processing, and negotiation of contracts and grant awards from federal, state, and local government; foundations; educational institutions; and other non-profit organizations. She was also responsible for the review and negotiation of legally binding terms and conditions of awards. Finally, Ms. Chukwudebe analyzed proposed legislation to determine funding impact on state agency programs; reviewed purchase estimates, printing requisitions, personnel transaction documents and contracts; prepared reports and correspondence.



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Jamie Clayton is a Managing Analyst within Navigant Consulting's Government Services practice. She is an Indiana resident currently working out of the Indiana Department of Environmental Management (IDEM) office in Indianapolis, Indiana.

Professional Experience

Ms. Clayton has more than five years experience working at the IDEM client site. In this capacity, she performs analytical review of claims submitted against the state fund to remediate soil and groundwater contamination caused by Underground Storage Tanks (USTs).

Claims analysis includes the timely review of claims, familiarity with State reimbursement guidelines and applicable statutes and attention to detail in cost reconciliation. The analysis also requires the understanding of soil and groundwater remediation methods.

As part of this engagement, Ms. Clayton serves as a liaison to claimants and environmental consultants. She also communicates on a regular basis with environmental consultants, as well as State project managers to review cost reconciliation decisions and respond to questions and concerns as necessary.

Ms. Clayton is also experienced with the administrative responsibilities of claims processing and has worked with claims team on a day-to-day basis by assigning and balancing workloads, preparing claims for processing, tracking and entering reviews into the client database, and preparing and sending out the final decision packages to the environmental consultants.



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Lance Cope is a Consultant within Navigant Consulting's Government Services practice. He is an Indiana resident currently working out of the Indiana Department of Environmental Management (IDEM) office in Indianapolis, Indiana.

Professional Experience

Mr. Cope has been working at the IDEM client site for more than one year. In this capacity, he performs analytical review of claims submitted against the state fund to remediate soil and groundwater contamination caused by Underground Storage Tanks (USTs).

Claims analysis includes the timely review of claims, familiarity with State reimbursement guidelines and applicable statutes and attention to detail in cost reconciliation. The analysis also requires the understanding of soil and groundwater remediation methods.

As part of this engagement, Mr. Cope serves as a liaison to claimants and environmental consultants. He also communicates on a regular basis with environmental consultants, as well as State project managers to review cost reconciliation decisions and respond to questions and concerns as necessary.

Prior to joining Navigant Consulting, Mr. Cope ensured compliance of State and Federal mandates within a Claims Department for the Golden Rule Insurance Company. In this capacity, he resolved complaints (both written and verbal) from providers, members, and Departments of Insurance. He also assisted with market conduct examinations, performed internal inspections of various processing issues, developed policies and procedures for claims adjusters, and created job aids for use by claims adjusters.



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State University

Casey Ferguson is a Consultant within Navigant Consulting's Government Services practice. She is an Indiana resident currently working out of the Indiana Department of Environmental Management (IDEM) office in Indianapolis, Indiana.

Professional Experience

Ms. Ferguson has been working at the IDEM client site for one year. In this capacity, she performs analytical review of claims submitted against the state fund to remediate soil and groundwater contamination caused by Underground Storage Tanks (USTs).

Claims analysis includes the timely review of claims, familiarity with State reimbursement guidelines and applicable statutes and attention to detail in cost reconciliation. The analysis also requires the understanding of soil and groundwater remediation methods.

As part of this engagement, Ms. Ferguson serves as a liaison to claimants and environmental consultants. She also communicates on a regular basis with environmental consultants, as well as State project managers to review cost reconciliation decisions and respond to questions and concerns as necessary.



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Education
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Scott Krauss is a Consultant within Navigant Consulting's Government Services practice. Scott is currently working out of the Indiana Department of Environmental Management (IDEM) office in Indianapolis, Indiana.

Professional Experience

Mr. Krauss has more than six months experience working at the IDEM client site. In this capacity, he performs analytical review of claims submitted against the state fund to remediate soil and groundwater contamination caused by Underground Storage Tanks (USTs).

Claims analysis includes the timely review of claims, familiarity with State reimbursement guidelines and applicable statutes and attention to detail in cost reconciliation. The analysis also requires the understanding of soil and groundwater remediation methods.

As part of this engagement, Mr. Krauss serves as a liaison to claimants and environmental consultants. He also communicates on a regular basis with environmental consultants, as well as State project managers to review cost reconciliation decisions and respond to questions and concerns as necessary.



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Kimberly is a Senior Analyst within Navigant Consulting's Government Services practice. She is an Indiana resident currently working out of the Indiana Department of Environmental Management (IDEM) office in Indianapolis, Indiana.

Professional Experience

Ms. Hostetter has more than five years experience working at the IDEM client site. In this capacity, she provides administrative assistance with the analytical review of claims submitted against the state fund to remediate soil and groundwater contamination caused by leaking Underground Storage Tanks (USTs).

Ms. Hostetter works with the Excess Liability Claims Trust Fund (ELTF) claims team on a day-to-day basis by assigning and balancing workloads, preparing claims for processing, tracking and entering reviews into the client database, and preparing and sending out the final decision packages to the environmental consultants. Ms. Hostetter is also responsible for training new administrative staff.

As part of the engagement, Ms. Hostetter performs weekly, monthly, and quarterly reporting for the client and maintains a manual spreadsheet tracing reimbursements for claimants who regularly exceed their annual reimbursement limits.

She also serves as a liaison to claimants and environmental consultants. She communicates on a regular basis with state project managers, file room administrators, and the Fund administrator, responding to questions and concerns as necessary, and acts as the point-of-contact between the client and claims team on many claims processing issues.

Prior to her work with the claims team, Ms. Hostetter provided support to the Navigant Consulting technical review team at IDEM. When IDEM took that task back in-house, Ms. Hostetter trained the IDEM administrative staff.

III.3 (RFP 2.4.3) *Demonstrate the capacity of the respondent to provide ELTF claim and technical review services by providing the respondent's number of employees, number of employees available for the project and ability or plan to address high claim periods.*

Navigant Consulting has over 1,900 professional consultants with a geographic presence in over 35 cities. At any time, Navigant Consulting is able to tap into the resources of 260 professional consultants, located in close proximity to IDEM, which provides a deep pool of talented professionals that are available to the ELTF Program. Currently, the Navigant Consulting team that is performing ELTF claims processing review services includes 10 employees.

Navigant Consulting is very experienced in addressing the unpredictable nature of UST claims receipts. In our UST claims processing contracts over the past 10 years, our claim processing workloads have varied tremendously, often increasing 100% year over year. Our ability to manage the workload effectively with no drop in productivity is what has provided the most value to our State UST Trust Fund clients.

Navigant Consulting's unique management approach enables us to vary personnel with the project's workload. Key elements of this approach include:

- Task specialization in our claim and technical document review processes.
- Procedures-based training.
- Cross-training to allow breadth of experience and depth of resources.
- Blended skill sets to fill unforeseen and "non-standard" tasks.

Navigant Consulting's team structure is intentionally flexible to deploy trained resources to where they may be needed most. During the transition of the technical document review activities to the ELTF Technical Section, Navigant Consulting cross-trained displaced staff to perform claims administrative activities to more effectively support the claims process. During 2005, Navigant Consulting implemented additional activities to support the priority payment requirements of the program without impacting the amount of time required to complete a claim. In addition, in 2003, the ELTF Program experienced a 100% increase in claim volume. Navigant Consulting, detecting the trend early on, addressed the issue by modifying its claim review process to accommodate a higher incremental level of processing as well as staffing and training additional resources. Navigant Consulting's approach resulted in the elimination of the building claim backlog while decreasing the average claim review turnaround time by 50%.

Navigant Consulting has also been extremely successful at acquiring additional resources for the team as required. Navigant Consulting maintains ongoing relationships with Indianapolis-based staffing and placement firms that specialize in clerical, financial or technical resources. We have been extremely successful in our ability to add needed resources in a very timely manner to the team.

III.4 (RFP 2.4.4) *Describe the experience of the respondent in providing similar services.*

Navigant Consulting provides a comprehensive set of products and services to assist public agencies in achieving their objectives. That gives us an inside understanding as we help our clients develop the best solutions to their challenges. In all that we do, our underlying purpose is to help organizations strengthen their performance through their people and systems.

Much of Navigant Consulting's work in the public sector is performed under large-scale mission support or task-order contracts that require us to demonstrate the highest level of innovation, adaptability and responsiveness. Our ability to continuously provide this level of service distinguishes our work. We help strengthen our clients' current operations and also put in place processes, technologies and resources to support their needs going forward.

We have assisted companies and governmental agencies involved in significant mass claim situations to better understand, manage and resolve their claims. Navigant Consulting's claims practice began in the early 1980s when we were involved with the development and operation of facilities for processing asbestos personal injury claims. Since then, our claims engagements have evolved to include a variety of claim types and the processing of millions of claims and billions of dollars. We use state-of-the art technology, including such tools as document scanning, electronic mapping and the Internet to manage large claim populations efficiently and cost effectively.

Our professionals are experienced in all aspects of claims management. Our long-term relationships with corporations, law firms, governmental agencies, financial institutions, insurers, reinsurers and brokers reflect the confidence clients place in our objectivity and knowledge. We are committed to improving claim results through exceptional technical expertise and advanced technology. Our areas of expertise include:

- Custom system development
- Insurance coverage billing
- Claims data capture
- Claims agent
- Operation of customer call centers
- Claim audits and file reviews
- Claims qualification determination
- Data conversion
- Claims valuation
- Website development and hosting
- Allocation and distribution of funds
- Trustee services
- Accounting and finance functions
- Claims reporting and analysis
- Document management and scanning
- Forms creations and standardization

In instances where an outsource solution does not make sense, we often review existing systems and processes and make recommendations for improvement.

Navigant Consulting's UST Services

Navigant Consulting is the only firm of its kind to offer a professional consulting practice dedicated to the needs of state UST reimbursement trust funds. Navigant Consulting's experienced professionals from a variety of backgrounds are dedicated to providing UST trust fund claims processing and management services to state environmental programs. Since 1994, Navigant Consulting has processed tens of thousands of UST claims representing hundreds of millions of dollars in reimbursements. Our experienced professionals possess numerous years of experience in fields as diverse as insurance, cost analysis, environmental remediation, management consulting and systems design. This experience provides a valuable link to "best practices."

LUST Site Review Experience

Navigant Consulting has experience reviewing Leaking Underground Storage Tank (LUST) remediation costs for reasonableness and proof of payment, assessing technical feasibility of proposed remedial alternatives, evaluating cleanup timetables, and reviewing cleanup cost controls and administrative procedures. We have also assisted in the evaluation of alternative cleanup methods for short- and long-term cost-effectiveness, the cost impacts of regulatory compliance, plans to achieve regulatory compliance, and historical comparisons of similar sites. Through this work we have developed detailed expertise with the various environmental regulations affecting these UST site cleanups.

Knowledge of Federal and Indiana ELTF and LUST Statute, Regulation and Guidance

In our experience as third-party administrators (TPA's) for other state UST programs, Navigant Consulting has developed a thorough understanding of Federal environmental regulations and laws concerning UST's as well as applicable state-specific rules and regulations. In addition, over the course of our 10 year partnership with IDEM, Navigant Consulting has gained a comprehensive understanding and working knowledge of Rule 328 IAC 1 and 329 IAC 9, applicable to the ELTF and LUST programs in the State of Indiana.

While providing technical site and document review services Navigant Consulting's Claims Processing Manager reviewed hundreds of submittals to ensure that UST site remediation efforts were performed in accordance with 329 IAC 9 and either the 1994 Underground Storage Tank Branch Guidance Manual or the 2001 Risk Integrated System of Closure (RISC) Technical Resource Guidance Document. We continue to apply this experience during the review and quality control processes of claim processing.

Navigant Consulting played an integral role in the development and adoption of the revised Title 328 Underground Storage Tank Financial Assurance Board Rule adopted in 2004. Our extensive familiarity with this claim-processing rule allowed us to efficiently incorporate these regulations and laws into the standardized policies, checklists, and worksheets employed in our approach. Navigant Consulting is again participating in the development of modifications for Rule 328 IAC 1 to assure proposed changes can be effectively and efficiently implemented to assure the viability of the ELTF program.

Navigant Consulting assisted the LUST Branch Chief with authoring a more user-friendly version of RISC Chapter 3 User's Guide focusing on facilities dealing solely with LUST incidents. As part of this effort we also created standardized LUST reporting templates which have streamlined the LUST reporting process in both the public and private sectors.

UST Claims Administration Experience

Indiana Department of Environmental Management (IDEM) - Excess Liability Trust Fund (ELTF) Claim Processing and Technical Document Review

Navigant Consulting is currently under contract with the state of Indiana for UST claims processing services and associated ELTF Reimbursement Program support. Since 1998, Navigant Consulting has processed thousands of UST claims, implemented numerous process re-engineering initiatives and developed a comprehensive procedures manual documenting the reimbursement process for Indiana's ELTF claim processing program. In addition, we implemented a standardized and consistent review of LUST site technical documentation including Initial Site Characterizations (ISC's), Corrective Action Plans (CAP's), feasibility studies, risk assessments and remediation system performance tests. This approach was adopted by the ELTF Technical Section when IDEM chose to in-source the ELTF technical document review process.

In its role as TPA for IDEM's ELTF Program, Navigant Consulting has also performed the following:

- Developing and implementing the Priority Payment reimbursement process.
- Designing and implementing and testing ULCERS application ELTF business rules to assure accurate reimbursements.
- Developing and implementing the Virtual File Cabinet ELTF process.
- Testing the ULCERS application when IDEM upgraded the database platform.
- Writing a comprehensive Claim Processing Operations Plan.
- Developing and implementing a "Help Desk" to assist claimants in completing ELTF applications.
- Developing and implementing standard weekly and monthly reporting tools.
- Developing and implementing standard annual reports for the Financial Assurance Board
- Successfully incorporating several streamlining and cost-saving techniques.
- Implementing a uniform and standardized claims processing approach to the review of various remediation work phase plans and remediation cost evaluation.
- Developing "white paper" which identified various Program exposures due to policies and/or procedures and proposed "next steps" for addressing each.
- Developing enhanced claimant reimbursement application package forms.
- Assisting ELTF Program managers to draft 2001, 2004 and 2008 versions of the ELTF Program Rule (328 IAC).

Our organizational and claims management system has allowed Navigant Consulting to process tens of thousands of ELTF claims representing hundreds of millions of dollars in remediation costs.

Arizona Department of Environmental Quality UST Program Administration

Navigant Consulting (previously Peterson Consulting) was retained in September 1994 by the Arizona Department of Environmental Quality (ADEQ) to process UST claims for the State Assurance Fund (SAF). Navigant Consulting implemented an efficient UST claims processing program that reviewed the reasonableness and necessity of the claim's corrective action costs and activities while determining whether the work performed was in accordance with State and Federal statutory requirements and industry standards.

For the SAF's Pre-approval Program, Navigant Consulting reviewed proposed work plans to determine whether they would achieve the site remedial goals, whether corrective action activities are reasonable and necessary, and whether they were in compliance with ADEQ policies. The SAF's Reimbursement Program required the review of technical reports such as Preliminary Assessments, Initial Site Characterizations (ISC's), Corrective Action Plans (CAP's), feasibility studies, risk assessments, and remediation system performance tests.

In its role as TPA for ADEQ's SAF program, Navigant Consulting was responsible for:

- Written and oral communication with the Responsible Parties and ADEQ staff regarding investigative and remedial activities.
- Assisting ADEQ in developing State Assurance Fund (SAF) policies and procedures including cost and task guidelines, invoice review procedures, and work plan preparation reference documents.
- Engineering a UST claims processing program that would successfully meet all SAF case deadlines.
- Developing a framework to enable the ADEQ to estimate future corrective action costs of the known leaking underground storage tank sites.

- Designing and implementing an outreach and public education program that included educational seminars, a 1-800 hotline number, application preparation seminars, and other forms of communication designed to educate parties interested in the SAF.

In its contract with ADEQ, Navigant Consulting processed more than 10,000 claims (representing over \$200 million) relating to over 3,200 LUST sites.

Virginia Department of Environmental Quality UST Program Administration

Navigant Consulting (previously Peterson Consulting) was retained in June 1994 by the Virginia Department of Environmental Quality (VDEQ) to process UST claims for the Virginia Petroleum Storage Tank Fund (VPSTF). In addition to processing thousands of UST claims, Navigant Consulting reengineered the VPSTF claim program to capitalize on opportunities for streamlining while standardizing work activities that allowed geologists and other environmental professionals to address the unique aspects of each site. Navigant Consulting was responsible for the oversight of corrective action work performed at UST sites and the associated costs for reasonableness and adherence to VDEQ statutory requirements and standard corrective action practices.

In its role as TPA for VDEQ's VPSTF program, Navigant Consulting:

- Communicated (verbally and in writing) with responsible parties regarding corrective action activities.
- Designed and implemented a comprehensive UST claims management system which tracked all aspects of VPSTF claim administration including case progress and deadlines.
- Engineered the UST claims process to successfully meet all types of case deadlines.
- Developed an interactive computer application linked to our UST claims management system to estimate the magnitude and timing of future liabilities. This application was developed by reviewing a statistically relevant population of claims and identifying potential site characteristics such as remediation activities (i.e., initial abatement, corrective action, closure, etc.), type and extent of contamination and the existence of free product which would significantly affect site cleanup costs.

Navigant Consulting processed more than 4,200 UST reimbursement claims relating to over 2,000 sites for the VDEQ.

Navigant Consulting's Other Relevant Experience Related to the Requested Services

Mass Tort Claims Handling Facility: PACE

Navigant Consulting operates a mass tort claims handling subsidiary called PACE. This facility manages and processes claims on behalf of defendant companies. PACE has an inventory of systems and tools designed to support the analysis and administration of mass tort claims for our clients. The PACE claim tracking system (PACEnet) is accessed by authorized users via the Internet. The types of users include client personnel, National Coordinating Counsel, local counsel, and others to support their efforts in defending and managing the claims filed against our clients. Some of the systems and tools we currently use include the following:

- **Claims Tracking System (PACEnet):** A system designed specifically to track key information on mass tort claims from the time of submission through to resolution. The system can track multiple lawsuits related to the same injured party. It also has built-in functionality such as "bulk input/editing" that facilitates the processing of multi-plaintiff filings and large group settlements. Finally, the system has many mass tort-specific validations that control the input of data into the system as well as the movement of claims through the process.

- **Insurance Allocation System:** PACE has several sophisticated systems that allocate claim indemnity and defense costs to insurance coverage under a variety of assumptions. These systems are used to prepare indemnity and expense bills to insurers and to prepare cash flow projections, reserving analyses, and other ad hoc analyses. The tool is also used in coverage negotiation and litigation situations.
- **Reporting Tools:** PACE offers clients a sophisticated, user-friendly reporting tool which enables users to independently generate customized claim summaries and listings. This reporting capability allows for analysis of the data by virtually any field in the database and offers the flexibility to generate reports from different views (injured party, lawsuit, etc.).
- **Defense counsel invoice processing (BillingWeb):** PACE has developed a custom task-based billing tool, used by clients to capture, track, analyze and pay defense counsel invoices.
- **Web-Based Communication:** PACE's primary form of communication with client users is via the Internet and/or a secured private network. Monthly reports and other vital information are made available to clients and authorized representatives on a secure web site.
- **Document Scanning:** As part of PACE's normal claims processing work flow, we generate images of all critical documents for each claimant (including: complaints, service sheets, settlement forms, releases, etc.). These images are linked to the claims database and are available for remote viewing by clients and outside counsel.

United States Department of Agriculture (USDA) Tobacco Transition Payment Program

Navigant Consulting has been administering the Tobacco Transition Payment Program (TTPP) for the USDA/FSA since October 2005. During that time, our team has successfully met all Program objectives on time and on budget including establishment and management of the National Tobacco Processing Center ("NTPC"). The value of the contract for the three year period is approximately \$21.7 million.

The program covers a 10-year period, impacts approximately 600,000 tobacco producers and quota holders nationwide and will assess and distribute over \$10 billion in payments.

This multi-faceted engagement includes:

- Program administration of an integrated team including Navigant Consulting employees, government personnel and third party vendors.
- Development and maintenance of web-based applications in support of the TTPP program.
- Implementation of a successor in interest program for the resale and consolidation of contracts into the secondary financial markets.
- Distribution of annual payments to tobacco producers, quota holders and Successors-In-Interests.
- Quarterly and annual assessment billing and reporting of tobacco company invoices.
- Establishment and operation of a national processing and call center.
- Form 1099 tax reporting to program participants.
- Compliance auditing of financial institutions participating in the successor in interest program.

This ongoing project is of national scope and includes the coordination of geographically dispersed client locations, multiple third party vendors and Navigant Consulting offices. As the Program Administrator, Navigant Consulting is providing oversight of an integrated team of approximately 30 fulltime personnel in five locations including Washington, DC; Princeton, NJ; Chicago, IL; Kansas City, MO and Jacksonville FL.

Our relevant technical experience includes: Methodology and Best Practice Consulting, Technical Studies and Analysis, Project and Program Management Support; Project Management Automated System Implementation, Business Requirements Analysis, Budget Analysis and Execution; IT Management; IT Policy, IT Administration Support; Information Security and Privacy Services and Vendor Management.

III.5 (RFP 2.4.5) *Describe the qualifications of respondent staff that will provide the services.*

Section III.2 of this proposal presents an Organization Chart of the individuals Navigant Consulting proposes to staff and manage the ELTF claims processing and technical document review teams. The following Personnel Matrix summarizes the qualifications of these professionals.

Navigant Consulting has developed an extremely capable and experienced claims processing team. The 10 team members have over 40 years of cumulative experience on the project. The leadership team of Dan Turula, Jeff Eckert, Mary Sitko and Scott St. John has 24 years of combined experience. Navigant Consulting is uniquely qualified to continue partnering with the ELTF program as it continues to adapt the program to meet the needs of the IDEM and the regulated community.

Dan Turula has led Navigant's UST Services Practice since 1994 and has over 20 years of experience in the areas of program and project management. His extensive knowledge and understanding of state reimbursement programs enables him to provide IDEM with industry "Best Practices" so they are better prepared to meet the demands of a continuously changing regulatory environment.

Jeff Eckert has over eight years of experience assisting agencies of the State of Indiana implement key programs. Over the past three years, Jeff has worked closely with the Fund Administrator and the ELTF Technical Section Chief to review and update policies, procedures and systems to maximize the effectiveness of its resources.

Navigant Consulting believes the ELTF has and will continue to benefit by having a Claims Manager who, in addition to having outstanding project management and issue resolution skills, also has technical environmental remediation and engineering experience. The knowledge Mary Sitko gained through these experiences has proved very valuable in identifying and addressing issues the program faces when processing claims according to Rule and Guidance as well as according to the activities approved by the ELTF project managers. This has resulted in improved fund management and a more consistent application of Program rules creating cost savings for the fund.

Navigant Consulting has utilized the unique skills of Scott St. John to create a highly effective quality control and assurance model. With over four years of cost review background and the experience gained by having trained four cost reviewers, Scott has a very thorough understanding of not only the ELTF rule, but an unparalleled knowledge of the common pitfalls of cost review. As a result, he has trained the Navigant Consulting cost reviewers how to effectively and correctly process all types of claims. Scott has also developed a strong remediation knowledge working with the regulated community, the ELTF project managers and the Navigant Consulting Claim Manager, Mary Sitko.

Personnel	Role	Academic Preparation	Years of Experience	Years of Experience with ELTF Program / IDEM	Technical Certifications and Credentials
Dan Turula	Team Oversight	B.S. in Business M.B.A. Finance	21	10	
Jeff Eckert	Team Management	B.S. in Business M.B.A.	16	4	Project Management Professional (PMP)

Personnel	Role	Academic Preparation	Years of Experience	Years of Experience with ELTF Program / IDEM	Technical Certifications and Credentials
Mary Sitko	Claims Management	B.A. in Geology M.A. in Geology	14	6	<ul style="list-style-type: none"> ➤ Indiana Licensed Professional Geologist (LPG) ➤ OSHA 40-Hour HAZWOPER certified ➤ IDEM training courses: OLQ Sampling Training, OLQ Vapor Intrusion Training, and Risk Integrated System of Closure Training
Scott St. John	Quality Control	B.S. in Business	6	4	
Tina Chukwebede	Cost Review	B.S. in Communication Sciences M.P.A. Masters in Public Administration	8	3	
Jamie Clayton	Cost Review	B.S. in Business	7	6	
Lance Cope	Cost Review	B.S. in Radio/TV Communications M.B.A.	7	1	
Casey Ferguson	Cost Review	B.S. in Business	1	1	
Scott Krauss	Cost Review	B.S. in Business	1	1	
Kim Hostetter	Claims Administration		7	5	

III.6 (RFP 2.4.6) *Respondent must submit a narrative describing respondent's approach to the project*

A. Navigant Consulting Management Plan

Navigant Consulting has developed an innovative approach to UST trust fund claim management that integrates our extensive environmental claims processing experience. Our approach joins a unique assembly line concept with information systems, intelligent process design and highly skilled management professionals to ensure the highest possible efficiency and quality for our clients. Our assembly line approach entails:

- Breaking down claim processing into multiple stages, or work steps.
- Documenting strict processing and quality control guidelines for each work step.
- Providing claim processors and management in each work step with vital information management technology and support.
- Staffing each department with the most qualified, well-trained, and cost-effective processors and managers.
- Applying industry standard Quality Assurance methods to monitor the effectiveness of the claims process.

Navigant Consulting's approach reduces the overall time and costs of processing UST claims by allowing our professionals to focus on a few tasks and decisions that they do frequently. Our approach allows people to concentrate on what they do best, resulting in more streamlined processing and higher quality in each processing step.

1. Lines of Authority & Communication

Navigant Consulting has assembled a qualified team of skilled professionals for this contract. The functional groups determine the lines of authority for our Team that will channel up to one Team contact. Jeff Eckert, an experienced professional from Navigant Consulting's Government Services Practice will be our Team Manager and serve as our primary point of contact for the Team.

2. Team Management

Navigant Consulting's Team Manager will have primary responsibility for daily operations, communication with the ELTF Program managers, and communications within our Team. Our Team Manager will also have overall responsibility for monitoring the UST claim processing performance and coordination of any other services required. Our Team Manager will be responsible for monitoring the efficiencies of our resources, and of each processing department, both as to claims processing and cost of processing claims.

Navigant Consulting's Government Services Practice Leader, Dan Turula, will provide contract oversight. Mr. Turula will be responsible for making sure that we meet all aspects of our contract with IDEM as well as providing an overall quality control function. In addition, Mr. Turula will serve as a valuable "best practices" resource, providing ideas and solutions that have been successful in other state UST programs.

3. Claims Manager

Our Claims Manager will be responsible for timely and efficient performance of their claims processing activities and developing periodic plans to improve claim processing and will be accountable to the Team Manager. The Claims Manager will conduct regular staff meetings to

identify methods of streamlining their process and to identify emerging trends in ELTF claims received.

The Claims Manager will also have communication responsibilities to claimants in both direct telephone communication and written correspondence related to the claims review process. Examples of these types of communications include requests from the claimant for additional information, clarification of documentation requests or requests for claim status.

4. Problem Resolution

If IDEM identifies a problem with a specific file or any aspect of contract performance, we anticipate that they will address that issue with our Team Manager who will take full responsibility for seeing the issue through to resolution. For claim processing problems, Navigant Consulting's claims processing methodology screens application documentation early in the claims process which enables us to quickly identify and resolve issues.

Other processing challenges that may arise within a functional area will be presented to the Claims Manager, and then to the Team Manager, with a number of possible solutions for resolution. The Team Manager, along with the Claims Manager, will weigh the possible solutions, and work with IDEM, if necessary, to implement the choice offering most efficient resolution.

Navigant Consulting will continue to maintain a Decision Log into which we record all policy and processing decisions to ensure consistent treatment of similar issues. The Decision Log has become an integral tool for maintaining "institutional knowledge. It is an excellent way to maintain consistency in managing claims processing and provide a paper trail of policy decisions.

Finally, we will maintain a detailed record of all communication in the claim files, in the physical claim files, if applicable, and in the information system, if possible. We believe that providing complete documentation of all processing decisions within a file allows provides an appropriate audit trail should a question arise about a given claim decision.

5. Quality Control

Navigant Consulting incorporates quality control steps into our claim process to ensure that we perform proper due diligence before recommendation of any reimbursement decision. Our approach builds quality control into each specialized task.

In addition, we will develop a final quality control task to ensure that we do a final examination of each claim file before we release the file to the ELTF managers for signature. It has been our experience that our approach of incorporating quality control steps within the normal processing activities and supplementing those activities with a back-end quality control review produces a consistent, high quality work product.

a. Quality Control within a Work Step

Navigant Consulting designs each functional area giving careful consideration to quality control steps for the process. These steps will include checklists and other documentation that Cost Reviewers and the Claims Manager will review and include in the physical claim file. Navigant Consulting has proven our quality control procedures in other state UST programs to ensure that each claim is complete, accurate, and contains the proper supporting documentation.

b. Final Quality Control Review

Besides the steps described above, Navigant Consulting performs a separate final quality control task. Navigant Consulting performs a thorough review of each claim recommendation before delivering it to IDEM for action. This examination includes a review of all file documentation and processing to ensure that the claim or technical review is complete and accurate. Navigant Consulting only presents an item for approval after it completes this quality control step.

c. Additional Quality Control

Navigant Consulting performs a full second review of claims in excess of \$40,000 by a different cost reviewer. These claims typically have a significant amount of documentation and are considered high risk. Therefore every item is subjected to an additional review.

Navigant Consulting has also implemented a spot check of claims completed by each reviewer by the Quality Control lead. The purpose of this review is to evaluate and identify trends in the submission of particular remediation activity costs that may require the attention of the program administrator or a review of training materials to assure consistency of application across cost reviewers.

Navigant Consulting also conducts periodic quality control audits, focusing on high exposure and other procedural areas. In addition, we implement automated internal quality control checks of the ULCERS claims management system. These controls prevent erroneous, duplicative or invalid entry of data into the ELTF systems.

Navigant Consulting has partnered with Thomas and Reed, LLC, a local accounting and auditing firm to evaluate our quality control audit process and identify potential opportunities for additional auditing activities.

B. ELTF Claim Processing Plan

Following is a summary of the activities performed in each major processing step by Navigant Consulting's ELTF Claim Processing staff.

1. Claim Staging and Setup

Upon receipt of a claim application from IDEM, Navigant Consulting assembles a standard hardcopy claim file. To facilitate review activities, we organize all claim documentation in a standard and consistent manner. In addition, we enter basic information to ULCERS.

Please see the ELTF Claim Preparation QC Checklist in Appendix A.

2. Review Claim for Basic Eligibility

This stage involves verifying all relevant information submitted by the claimant to ensure that the costs submitted are related to an ELTF-eligible incident. Navigant Consulting will advance only those claim files that are eligible per IDEM and ELTF statute and rules to processing step 4. If basic eligibility has not yet been determined, Navigant Consulting proceeds to processing step 3.

3. Determine Eligibility to the Fund

In order to establish claim eligibility, Navigant Consulting verifies all information submitted by the applicant as well as applicable information maintained in the LUST, Department of Revenue (DOR), and Virtual File Cabinet databases (tank fee information, technical reports, UST inspection records) and completes an Eligibility Review Checklist. The Eligibility Review Checklist becomes a permanent part of the hardcopy file and serves as a uniform, standardized audit trail of the key information and decisions that resulted in the eligibility decision. Once an eligibility determination is made, the claim proceeds to processing step 4.

4. Review Claim for Technical Completeness and Correctness and for Reasonableness of Costs

During this claim processing step, Navigant Consulting performs a detailed cost review. Our experienced professionals compare submitted invoices to amounts claimed. We review the application to ensure that all appropriate invoices have been submitted and that the total of all invoices matches the claimed amount. Navigant Consulting performs a detailed review of the

payment request worksheets from the application to ensure that the corrective action activities proposed for reimbursement are:

- a. eligible activities under IDEM regulations.
- b. submitted, formatted, and supported according to the reimbursement fee schedule.
- c. do not exceed the amount previously paid to that claimant (accounting for all prior submissions by that claimant for that site).

As necessary, the cost reviewer contacts the claimant to obtain any missing documentation or the ELTF project manager to clarify approved activities if necessary to allow the claim to be processed.

By utilizing the payment worksheets as the basis of review, Navigant Consulting's invoice audit process determines whether all referenced invoices are present in the file and whether the total dollar amount of all invoices is large enough to cover the claimed costs. Navigant Consulting applies standardized denial descriptions to facilitate issues which could be resolved in a resubmittal claim, to provide IDEM and claimants with consistency in the review process, and to provide a complete audit trail for all allowance and denial decisions.

Please see the ELTF Program Claim QC Checklist in Appendix B and the Claimed Activity History Sheet in Appendix C.

5. Fully or Partially Approve Claim Based upon Missing Information or Ineligible Costs

Navigant Consulting calculates a recommended payment amount for each claim after performing a final review of all support documentation. We deny unallowable costs, document claim deficiencies, apply the appropriate deductible amounts, and summarize this information in a Claim Decision Package.

In the event that a claimant has exceeded their annual reimbursement limit, the claim is still processed in accordance with the procedures described above; however, a customized Claim Decision Package is used that reflects which of the claimed costs are eligible for reimbursement but indicates that no payout will be made due to annual reimbursement limit having been exceeded.

6. Perform Final Quality Control Review

Navigant Consulting has built strict quality control standards into each work step summarized here to ensure high-quality, consistent, UST reimbursement decisions with each claim recommendation augmenting these built-in quality control mechanisms. In addition, every claim that exceeds \$40,000 in claimed costs undergoes a full second review by Navigant Consulting's quality control lead prior to final approval by the Claims team manager. This quality control program assures the claim is eligible, complete, accurate, and contains the proper supporting documentation. We document these quality control steps using the Claim QC Checklist that becomes a permanent record in the hardcopy file. Documenting this quality control step ensures a precise and consistent claim review pursuant to program guidelines and provides a complete audit trail for IDEM representatives, internal auditors, claimants and their legal representatives.

7. Submit Claim to ELTF Administrator for Approval

Upon completion of the final quality control review, Navigant Consulting submits an ELTF claim payment recommendation to IDEM electronically for claims that will have a payout or provides a hardcopy for claims that have no payout. Both the electronic version and the hardcopies submitted to IDEM contain the Decision Letter and the Claim Decision Package completed by the cost review specialist.

8. Create/Process Payout letters

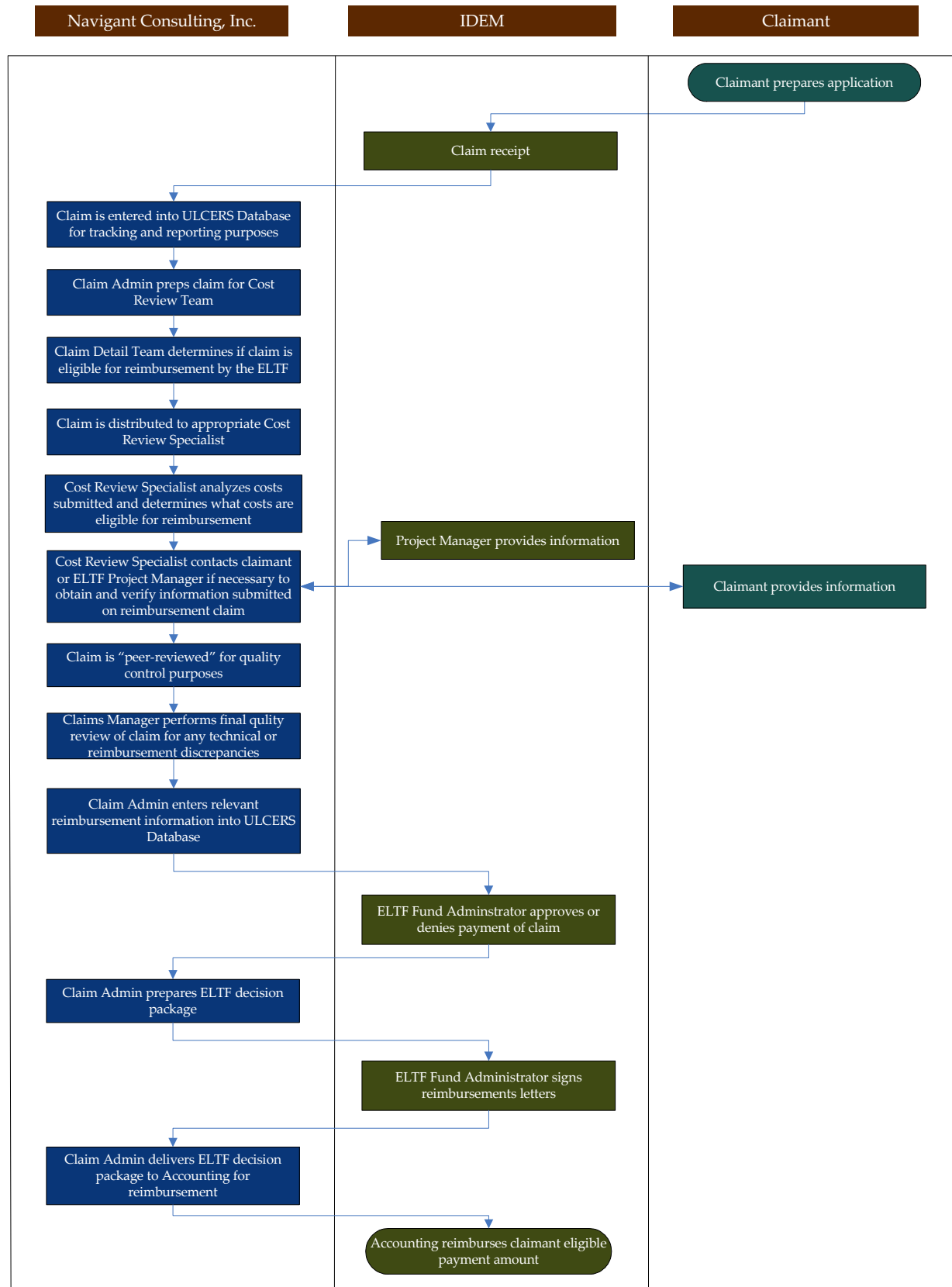
Once the IDEM has approved the Decision Letters and the Claims Decision Packages, Navigant Consulting is notified by the Fund Administrator that the review and approvals are complete for a specified budget amount. An interface program, developed by Navigant Consulting, then produces a report of which claims will be reimbursed based on the claims approved, priority ranking, and the available budget amount entered by the Fund Administrator. Once the report is processed, the system automatically updates the claim information with the amounts reimbursed and prints out two copies of the Claim Decision Package. One is incorporated into the hardcopy file and the other is delivered to the Fund Administrator for signature prior to delivery to accounting that then processes the payouts and mails the applicable Decision Letters to the claimants.

Decision Letters that have no payouts do not go to accounting but instead are mailed to the claimant following signature by the Fund Administrator.

Following is a flowchart that provides an illustration of the ELTF Claim Processing flow.

Indiana Department of Environmental Management ELTF Program

Claim Process Flow: Claim Submission to Claim Reimbursement



III.7 Other ELTF Experience and Successes

In the 10 years that Navigant Consulting has provided third-party claim processing and technical document review services for the ELTF Program, we have been able to leverage the breadth and depth of our experience to offer unique solutions to the numerous challenges facing the Fund. Following are some of the successes Navigant Consulting has achieved in bringing about processing, organizational or strategic improvements. Most of these initiatives are ongoing and will cross over into the upcoming new contract period:

- **Increase in Claim Productivity** – Navigant Consulting’s innovative approaches and streamlining initiatives have maintained claim productivity while incorporating additional priority payment processing requirements.
- **Reduction in Claim Processing Time** – Navigant Consulting’s improved claim processing workflow has reduced the average “start to finish” claim processing time to an average of 20 days.
- **Implementation of the Virtual File Cabinet (VFC) for the ELTF** – Navigant Consulting worked with the Fund Administrator and the VFC workgroup to effectively implement the virtual file cabinet process for the ELTF.
- **Establish Standardized Claim File Organization** – Navigant Consulting standardized the structure and contents of the hardcopy ELTF claim files, requiring each type of document to be placed in a specific and consistent location within a claim file. This allows those who are unfamiliar with a particular case to quickly and efficiently locate a particular document within the file on the VFC.
- **Litigation Support** – Navigant Consulting has actively prepared materials for the Attorney General Attorneys preparing for Appeals. In addition, members of the claims staff have met with the attorneys to review claims and claimant communications regarding many appeals cases.
- **Design and Testing of the ULCERS Database Enhancement** – Navigant Consulting determined the requirements and coordinated the development and execution of a multi step plan to improve the Programs Management Information systems (ULCERS). These improvements have resulted in better Fund controls, improved management reporting and workflow efficiencies.
- **Development and Implementation of the ELTF’s Prioritization Procedures** – Navigant Consulting worked closely with the Fund Administrator to evaluate the issues facing the ELTF Program, design and implement an effective transition plan for the ELTF Program to a priority-based system of reimbursement.
- **Rule 328 IAC Revision and Enhancement** – Navigant Consulting is working closely with the Rule Committee (comprised of ELTF Fund Managers, Office of Legal Council, and Members of the Community) to revise the Rule to implement better fund controls and improve the cost effectiveness of cleanups of eligible sites.
- **Evaluation of Proposed Legislation** – Navigant Consulting also monitors Indiana environmental legislative activity and provides recommendations to the Fund as appropriate. When regulations concerning using existing UST systems to store and dispense the E85 fuel blend were proposed, Navigant Consulting provided recommendations to the Agency concerning the potential risks of the legislation as it was proposed. An example of this correspondence has been included in Appendix D.

- **Standardized Report Templates for LUST Facilities** – Navigant Consulting worked with the LUST Section Chief to create standardized reporting templates (i.e. ISC, FSI, CAP, 20-day abatement, CAPR) which, have streamline the LUST reporting process in both the public and private sectors.
- **Implementation of a Strategic Management Plan** – Navigant Consulting works with Fund managers to maintain and execute a proactive management plan for the program that identifies areas for enhancing Fund operations, the Fund’s ability to make better decisions that will prolong the longevity of the Fund, conserve Fund assets and bring about better, more efficient cleanups.
- **Implementation of Annual Reimbursement Tracking Process** – Navigant Consulting designed and tested ULCERS enhancements to allow for accurate tracking and reporting of the annual reimbursement limits required by statute.
- **RISC Chapter 3 User’s Guide Revisions** – Navigant Consulting worked with the LUST Section Chief to create a more user-friendly document focusing on facilities dealing solely with LUST incidents. These revisions promote a greater understanding of the RISC process and ultimately lead to more cost-effective approach to cleanup.
- **Increased Consistency of the Technical Review** – Navigant Consulting developed and implemented a re-engineered document review process that records relevant site and cleanup parameters into a standardized, worksheet format. This has improved ELTF Project Manager’s ability to consistently apply decisions across sites and to better monitor compliance with state cleanup rules and guidance.
- **Development of ELTF Program Controls Study (“White Paper”)** – At IDEM’s request, Navigant Consulting conducted an in-depth analysis and prepared a document detailing various risks and procedural exposures within the Excess Liability Trust Fund. For each category of risk identified in this document, Navigant Consulting identified the program exposures due to existing policies and/or procedures and then to proposed potential solutions or “next steps” for addressing them. As a result of this exercise, many new controls were implemented.
- **Conducting the Quarterly ELTF Program Meeting** – Navigant Consulting continues to schedule and lead the quarterly program meeting to identify and address key program issues and assure any necessary actions are taken to maintain the viability and positive public perception of the ELTF program.
- **Participation in National Conferences** – Navigant Consulting regularly participates in national conferences related to state fund management and environmental remediation so that we may continually expand upon our institutional knowledge and assist the Fund in meeting future challenges and demands. In support of the ELTF, Navigant Consulting authored two Fund “Success Stories” which were distributed at the 2005 National State Fund Administrators Conference in Salt Lake City, Utah in 2005. These have been included as Appendix E.

III.8 Navigant Consulting's Ideas, Suggestions and Recommendations for Improving the ELTF Program.

Over the past 10 years, IDEM and the ELTF Program have benefited from Navigant Consulting's ideas, suggestions and recommendations for improving Fund operations. Although we have discussed and continue to discuss many of the topics listed here, we thought it would be a good idea to document and re-visit the list in the spirit of continuous improvement that you have come to expect from us.

- **Subrogation** – Navigant Consulting recommends IDEM assess the feasibility of insurance recoveries to the Fund through the mechanism of subrogation. This will be important if the State chooses to comply with the 2005 Energy Act by requiring financial responsibility of tank suppliers and installers.
- **Continue the ELTF Program System Enhancements** – Navigant Consulting encourages IDEM to continue with the initiative to improve the Fund's Management Information System (upgrading ULCERS). This automation upgrade will provide Fund managers with vastly improved controls and the ability to analyze sites, costs and approaches that can lead to Fund savings.
- **Standardize Program Forms** – Navigant Consulting believes that the Fund would realize significant efficiencies as well as enhance its ability to track and monitor costs within reimbursement requests if claimants were required to submit cost information in their reimbursement requests in a structured, consistent "worksheet" approach. This approach also extends to Technical Document submissions, in which this initiative is already under way. This concept could lead to a "paperless office" approach which could include using the Internet to a greater extent, implementing an electronic claim submission program, using scanned images of key documents, etc.
- **Conduct ELTF Outreach Programs** – Given the degree of change the Fund is experiencing, Navigant Consulting believes that outreach programs designed to educate and train fund environmental consultants and other stakeholders such as workshops or newsletters can be invaluable. By providing programs that support the needs of its stakeholders, the ELTF can improve processing times, improve its ability to detect eligible costs, and better support the regulated community.
- **Develop a Model of Expected Fund Liabilities** – Navigant Consulting can conduct actuarial studies relating to ELTF assets, liabilities, expected claim receipts, expected cleanup requirements, and other factors to help ensure continued fund solvency.
- **Program Management** – Navigant Consulting recognizes the resources required to manage a Fund with the level of demand such as the ELTF. Given its experience as a TPA since 1994 and available resources, Navigant Consulting is prepared to assist the ELTF Program with the resources required for Fund management and establishing policy. Navigant Consulting recognizes the necessity for such a role, and is prepared to offer this resource in a Management capacity.

Section IV. Cost Proposal

IV.1 (RFP 2.5.1) *Process reimbursement claims in accordance with the UST Guidance Manual and Title 328 IAC. IDEM may provide office space, utilities, furniture, copiers, and computer network access. The Contractor will be required to provide network compatible PCs.*

Navigant Consulting will process reimbursement claims in accordance with the UST Guidance Manual, including the Risk Integrated System of Closure (RISC), Title 328 IAC and all applicable Indiana Code (e.g. 13-11 and 13-23).

It is understood that IDEM will continue to furnish office space, utilities, furniture, copiers, and computer network access for the purposes of this contract. The pricing listed below also assumes that paper, toner, folders, binder clips, and other claims materials required to process claims will continue to be provided by IDEM.

Navigant Consulting will furnish all other labor, equipment, materials, travel and resources to accomplish the required tasks. Navigant Consulting will also provide network compatible PCs.

IV.2 (RFP 2.5.2) *Prepare weekly reports on claim processing.*

Navigant Consulting will prepare weekly reports including the following six reports:

1. Claims Received – Includes the count and dollar amount of all claims received by month and claim type for the current calendar year.
2. Claims Completed - Includes the count and dollar amount of all claims completed by month and completed status type (Completed or Denied) for the current calendar year.
3. Pending Claims – Includes the count and claimed amount of all pending claims by month and claim type for the current calendar year.
4. Claims Currently in Review in Excess of 60 Days – Includes the date received, claim number, claimed amount and current status for all claims not completed within 60 days of receipt
5. Claims in Process Summary - Includes a summary count and dollar amount of all claims in process by stage.
6. Claims Suspended - Includes the count and dollar amount of all claims suspended by month and claim type for the current calendar year.

An example of the Weekly Claims Processing Reports has been included in Appendix F.

IV.3 (RFP 2.5.6) *Pricing of claim processing should be based on the following:*

The Pricing listed in the table below represents a firm proposal price that will remain open and in effect for a period of not less than 180 days from April 15, 2008, and will continue to remain open throughout any extensions agreed to in the course of contract negotiations.

Pricing for ELTF Claims Processing Review – Base Contract Period	
Unit One	
1. Claim reviewed for pre-approval	\$365
2. Claims reviewed for less than \$5,000	\$365
3. Claims reviewed for \$5,000 or greater	\$610
4. Denied claim	\$250

Notes:

1. Costs for meetings and conversations with consultants, owner/operators, attorneys, etc. as it relates to a specific claim, is included in the price per claim review.
2. Prices assume Statute, Rule and Guidance in effect as of the date of this proposal. Future changes to Statute, Rule and Guidance shall require further negotiation of the prices proposed.
3. Navigant Consulting would require approximately 10 cubicles under this proposed pricing schedule.
4. Navigant Consulting interprets the “pre-approval” category to include eligibility (either initial or subsequent) determination claims. Navigant Consulting will process costs submitted with eligibility claims as a separate claim.
5. The price for the First Option Year is the Base Contract Period plus 3% (Base Contract Price + 3%) rounded up to the nearest whole dollar.
6. The price for the Second Option Year is the First Option Year price plus 3% (First Option Year + 3%) rounded up to the nearest whole dollar.

Section V. Indiana Economic Impact



INDIANA ECONOMIC IMPACT - PROPOSALS AND CONTRACTS

State Form 51778 (R4 / 1-06)

DEPARTMENT OF ADMINISTRATION

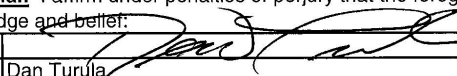
This information is required by the Indiana Department of Administration for all contractors, vendors/suppliers to the State of Indiana (complete all 22 items).

1	Legal Name of firm:	Navigant Consulting Inc
2	Address/City/State/Zip Code:	30 S Wacker Dr, Suite 3100 Chicago, IL 60606
3	Telephone #/Fax #/Website:	312-583-5700/312-583-5701/www.navigantconsulting.com
4	Federal Tax Identification Number:	36-4094854
5	State/Country of domicile/incorporation:	Delaware
6	Location of firm's headquarters or principal place of business:	30 S Wacker Dr Suite 3100 Chicago IL 60606
7	Name of parent company or holding company (if applicable):	Not Applicable
8	State/Country of domicile/incorporation of company listed in #7:	Not Applicable
9	Address of company listed in #7:	Not Applicable
10	IN Department of Workforce Development (DWD) account number:	480139
11	IN Department of Revenue (DOR) account number:	0105829463 001
12	Number of Indiana resident employees per most recently completed IRS Form W-2 distribution:	33
13	Total number of employees per most recently completed IRS Form W-2 distribution:	2,953
14	Total amount of payroll paid to Indiana resident employees per most recently completed IRS Form W-2 distribution:	\$2,364,457.62
15	Total amount of payroll paid to all employees per the most recently completed IRS Form W-2 distribution:	\$349,299,599.60
16	Total amount of this proposal, bid, or current contract:	\$3,200,000.00

**ACCOUNTING OF INDIANA RESIDENT
EMPLOYEES**

17	Prime Contractor Company Name:	Navigant Consulting Inc
18	Number of Full Time Equivalent (FTE) employees that are Indiana residents specifically for this proposal or contract:	8

19	Subcontractor Company Name:	Thomas & Reed, LLC.	Briljent, LLC	SmartIT Staffing, Inc.	First Call Temporary & Professional Services, Inc.	Rite Quality Office Supplies, Inc.
20	Address/Contact Person/Telephone Number/Tax ID Number:	3901 N. Meridian St. Suite 200 Indianapolis, IN 46208 Stephen Reed (317) 920-2800 36-4546665	7615 W. Jefferson Blvd. Fort Wayne, IN 46804 Kathy Carrier (260) 434-0990 35-2046588	One Indiana Square Suite 2252 Indianapolis, IN 46204 Karen Cooper (317)634-0211 20-2993238	6910 Hillsdale Court Indianapolis, IN 46250 David Trimbur (317) 596-3254 35-1840483	710 N Washington St Kokomo IN 46901 Christina Vaughn 765-459-4788 35-1978375
21	Number of Full Time Equivalent (FTE) employees that are Indiana residents specifically for this proposal or contract:	1	1	2	2	<1

22	Affirmation by authorized official: I affirm under penalties of perjury that the foregoing representations are true to be the best of my knowledge and belief:	
	Signature:	
	Name of authorized official:	Dan Turula
	Title:	Managing Director
	Date:	03/28/2008

Section VI. Buy Indiana Initiative/Indiana Company

Navigant Consulting believes it may qualify as an “Indiana Business” under criteria five, a business having a “Substantial Indiana Economic Impact.” We are in the process of submitting documentation and other justification to the Indiana Department of Administration (IDOA) for inclusion under this category. Navigant Consulting is currently registered as an out of State business. Should IDOA accept our justification, we will update our status accordingly and submit an update/correction to this proposal.

Section VII. Appendix

Navigant Consulting has included all sample documents referenced throughout the proposal on the following pages.